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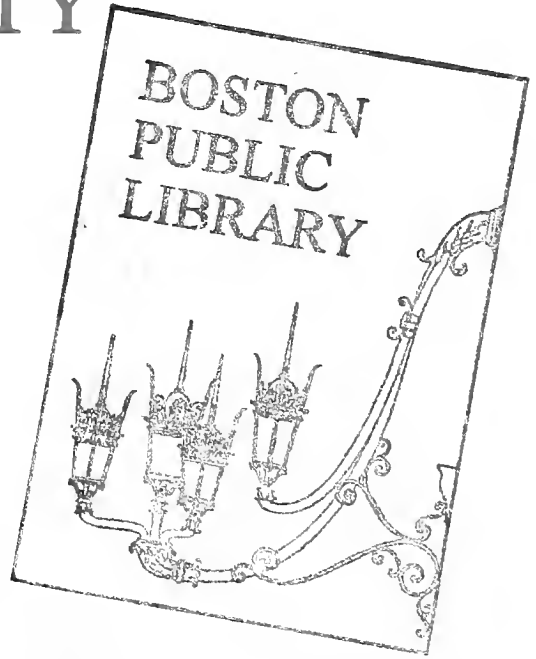
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BOOKSTORE
LOCATION
and
FEASIBILITY
STUDY

Prepared For

BOSTON
UNIVERSITY



Ken White Associates, Inc.
Consulting Store Planners
7 James St., Westwood, N.J. 07675



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PREFACE

The study that culminated in this report was jointly conceived by Mr. Joseph Mercurio, Associate Vice President for Operations, and Mr. James Schmidt, Executive Director of Auxiliary Services, Boston University. The primary purpose of the study is to determine the feasibility of relocating and expanding the Boston University Bookstore, presently situated in the George Sherman Union Building located on the Charles River Campus.

To provide an objective analysis, Ken White Associates, Inc.⁽¹⁾, a professional store planning and

1. See Appendix I.

consulting firm located in Westwood, NJ, was engaged. The background and experience of this firm include the planning and design of more than 800 academic bookstores in the United States and Canada. The firm brings to the study a technical competence and first hand knowledge of the unique characteristics of academic bookstores and the variety of demands to which they must respond.

The scope of the study may be described as undertaking an objective analysis to determine the size and character of space required to meet the current and future academic and support objectives of the Boston University Bookstore, the best location for a suitable bookstore facility, and the probable cost to acquire and convert the space. The study was to also examine the ability of the Bookstore management to generate the capital necessary to amortize the cost attendant to such a project.

METHOD OF STUDY

As a frequent traveler to Boston and having been directly involved with the planning of The Harvard Coop, Barnes & Noble and B. Dalton Flagship Bookstores, Ken White, the Consultant and author of this study, was familiar with the Campus and the agonies of the present Boston University Bookstore situation. An orientation tour of the present campus Bookstores was made by Messrs. Schmidt and White,

that included visiting the Boutique Bookstore, located on the first floor of the George Sherman Union Building, and the Text Bookstore located on the lower level of Union Building. Together they inspected the potential sites in the Court of the Union Building, the Northeast corner of Commonwealth Avenue and Granby Street, and the 660 Beacon Street building, identified as places suitable for expanding the present Bookstore on the Charles River Campus.

Following this tour and introductory meeting with key Bookstore staff people, intense and illuminating discussions were held in meetings with Messrs. Charles Smith, Joseph Mercurio, James Schmidt, John Hoban and the Wallace Book Company Bookstore Manager, Larry Carr.

The background briefing included a reading by the Consultant, of previous official and unofficial proposals for the expansion of the Bookstore, historical financial data, analysis, projections and Campus orientation documents which relate to the Boston University Bookstore. A photographic record of the exterior of the proposed Bookstore sites at 660 Beacon Street and at the Northeast corner of Commonwealth Avenue and Granby Street was made by the Consultant.

Site plans, building layouts and related details were provided by Mr. Schmidt and Mr. Hoban, Director of the

Physical Plant Department.

To gain a deeper insight into needs and preferences of the student body - the principal users, and the distinguished Boston University faculty - the principal supporters of the Bookstore, a user opinion and preference survey instrument was designed by the Consultant, refined, reproduced, distributed and collected by the Associate Vice President for Operations, Mr. Joseph Mercurio - tabulated and analyzed by the Consultant⁽¹⁾. 287 students and 154 faculty responded to the survey. The survey leads to results which are not merely reliable, but, above all, useful for further and comparative work.

This report is summary and introductory and on the short side; it is simple (but not over-simplified) and mercifully free from unnecessary and unhelpful technicalities. When dealing with the reality of the project, the writer has sought to avoid striking an attitude of wonder and naivety and sought to analyze and judge the situation, concentrating on the presentation of data, facts and opinions which he believes will meet the best interest of both Boston University and the goals of the University Bookstore.

1. For sample of survey instruments please refer to Appendix II and II-A.

SUMMARY OF THE REPORT

It is the consensus of the administration of the University and the Bookstore management that service and quality are the foundation of the mission of the Boston University Bookstore.

To waste no time about it - the Boston University Bookstore is a remarkable service component of the University. The study culminates in a proposal which boils down to creating a new, University owned bookstore operating company to purchase, renovate and merchandise six floors of the 660 Beacon Street building, located on the East side of Kenmore Square and owned by the University (Exhibit 1.D, page 1.16). The proposal is to phase the project in two steps. The first step is to occupy floors 1 thru 5 for retail and administrative purposes, and floor 6 for receiving, marking and storage. The second step would be to expand into the full basement when sales or other factors make it feasible.

The size of the proposed store is 52,000 S.F., made up of 33,500 S.F. of selling⁽¹⁾, 11,996 S.F. of non-selling and 6,504 S.F. of functional space. Both our past experience and statistics show that with three complete stock turnovers per year, this is the selling and non-selling area necessary to meet the goal of \$12,000,000.00 in gross sales in 1988. These sales are, of course, essential to a sound financial

1. Please refer to Exhibit 1-A, page 1.9.

plan. The net income resulting from these sales is the source for liquidating the cost of purchasing and renovating 660 Beacon Street.

By referring to Appendix III, page 5.5, it will be seen that the proposed area is comparable with the 54,675 S.F. of area employed by the University of Minnesota Bookstore to generate \$11,171,771.00 in 1981 and \$11,576,000.00 in FY 1982; and substantially smaller than the 91,230 S.F. Brigham Young University Bookstore which generated \$13,486,831.00 with a student population of 26,683 F.T.E. These are two and three floor operations, respectively. We are dealing with five initial selling floors.

The report proposal for moving customers through the building is to supplement the present passenger elevator with a system of new escalators, threaded up through five selling floors of the building. Escalators are the means most favored by customers for vertical movement through bookstores and, of course, department stores. Retailers and booksellers prefer them for their contribution to merchandising, their positive effect on sales, because they are economical to operate and take up a small amount of floor space - 216 S.F. per floor in this case - and most important of all, can make 5th floor space as nearly valuable as 1st floor space. For example, when lack of space made it necessary for The Harvard

Coop to locate its text and reference book departments on the 3rd floor of the Palmer Street Building in 1964, the Author recommended connecting the three selling floors with escalators. The first year, sales volume for each of the three sales floors was almost identical - approximately \$1,250,000.00 per floor. There are those who today believe the escalators should have been extended to the 5th floor - to allow for upward expansion of the retail areas of the store.

Vertical customer traffic in multi-level stores has obvious merchandising importance. Elevators move far fewer people than do escalators. The escalator, or moving stair, can handle up to 10,000 people an hour, while an elevator has far less capacity. Today, most multi-level department and large scale bookstores are equipped with both escalators, for movement between adjacent floors, and elevators, for more rapid transit between widely separated floors. But elevators have become more of a customer convenience for those who prefer to use them, and for the disabled, ill, or senior citizens, or people with baby carriages, while escalators are more important to the mass of customer traffic.

Elevators today are as automatic as escalators. The present passenger elevator found in 660 Beacon Street is automatic, push-button operated. Signing can be added to identify the merchandise classifications on each floor, supplemented by tape recordings which announce the features of each level and even promote special sales.

Both types of transportation should be located adjacent to each other, giving the customer a choice of either within an integrated, planned traffic pattern. Fortunately, the escalator location in the 660 Beacon Street building can be placed in this manner and have a positive effect on sales. We believe that customers should always be aware of the location and presence of the elevator or escalator, just as they should be able to locate the store's entrance as easily as possible. The escalator or elevator is, after all, an entrance to other levels of the store.

Student customers and faculty alike can become irritated if forced to wait for elevators, as they must in so many existing buildings on Campus. Irritated customers are not apt to respond to the exposure of merchandise when they must wait or walk up or down many flights of stairs.

There are at present three existing elevator shafts in the building. One, located to the rear, is for a large sized freight elevator. The shaft is sealed over. The center shaft contains the automatic passenger elevator and is operational. The front shaft is sealed. It contained a private 4 to 6 passenger elevator. The plan is to reactivate and refurbish all of the elevators. We believe the private elevator should be exploited as a merchandising feature - a self service express - from the first floor to the Medical Professional and Graduate Studies Book Shops on the 5th floor - a la Gucci.

The report also recognizes that while escalators and elevators can and will provide the means to quickly move customers through the sales areas of the store, a reliable means of informing incoming freshmen, brothers and sisters, mothers and dads, faculty families - visitors of all ages and types - of what lies beyond the first floor is a formidable task. When you are dependent on people, it pays to pay attention to them. They need to know what is available, where it is located in the Bookstore and how to find their way to it.

It is known that people do not read signs to the extent many would like to think they do. The video directory system, described on page 2.10, tailored to college store operations, could significantly help overcome this problem. It is a quality idea. We like it. It is of course true that computer directories will not appeal to everyone, but they are of great assistance to the broad mass market and, we believe, to people who spend money in bookstores. Similar systems are successfully employed in The Regency Hyatt House San Francisco Convention Center, a growing number of department stores, shopping centers and, of course, in the Futureworld at Epcot Center, Buena Vista, Florida. Seven large college stores will introduce their individualized versions of these directories in the Fall of 1983. They believe these imaginative directories will facilitate the movement of customer traffic - up or down - to other levels and remote regions of their

large bookstores and related facilities.

The proposed financial plan is both conservative and sound. Its most unique feature is the proposal to continue the annual contribution made by the Bookstore - which will amount to about \$35,000.00 in fiscal year 1984 - to the general fund of the University, and amortize the cost of the 660 Beacon Street building and its renovation as seen in Exhibit 4-D, page 4.11. Even more impressive is the plan to increase that contribution to levels approaching \$315,000.00 in FY 87, and \$392,000.00 in FY 88.

These contributions, portrayed in Exhibit 4-B titled PROFORMA OPERATING STATEMENT, are calculated after deduction of all operating and amortization expenses.

The funding of the self-liquidating \$5,000,000.00 project, Exhibit 4-C titled COST ANALYSIS, would be provided by a sale-lease back of the property to private investors, and is calculated on a 30-year term at a 12% interest rate - adjusted annually to float with the prevailing market rate.

The Author is sensitive to the ten year tradition of leasing the University Bookstore on a commission basis to Wallace Bookstore, a quality operating company. The decision to lease the Bookstore was a good solution to a bad problem that was dealt with under entirely different circumstances than exist today. But, tradition should not be the enemy of innovation.

The innovative proposal that the University resume its management responsibility for the Bookstore comes from two basic facts. First, there is no leasing organization presently operating college and university bookstores that is geared to "take on" a project of the quality and scale required to meet the needs of Boston University. These needs are revealed to us in the results of the faculty-student opinion surveys on pages 2.12 to 2.31. Existing organizations are not geared to committing the personnel and inventory required to meet the need at hand.

The second reason is cost to the University. The economics of leasing do not permit the operating firms to both satisfy their profit objectives, pay taxes, satisfy student and faculty requests for more and better books, and pay a sizable enough sum to the University that would amortize the 660 Beacon Street building acquisition and renovation cost and 5% of gross sales above that to the University. A separate corporation within the framework of the University can achieve these goals for the conceptual reason that the profit taken by them for management - above personnel costs - would be applied by the University to reduction of the 660 Beacon Street Bookstore debt.

The study cautions the reader that the ability of the present Bookstore to continue to produce contributions

at the FY 82 level to the general fund of the University will be jeopardized and eroded - if the Bookstore does not expand its capacity to generate income. This jeopardy is brought about by the fact that the Bookstore has reached near the peak of sales volume which can be generated in the present location and the pressure brought about by mandated incremental increases in expense. These increases will erode the income potential of the Bookstore and actually cause a decline in income, as we see portrayed in Exhibit 4-E, page 4.12.

A careful reading of the faculty-student opinion survey illustrates the user view that "things are not essentially good at the Bookstore." Both full time resident and commuter students are loyal to and regularly patronize the Boston University Bookstore. They equally applaud the present Bookstore management's effort to cope with its limited space problem at Rush periods, but abhor the inadequacy of the size - 46% of faculty responded yes to the question, "If the Bookstore was relocated and expanded, would you use it more often?" 90% of faculty despair at the lack of an adequate trade and reference book department and believe it imperative that the Bookstore be provided with the facilities it needs to do a first rate job. A few of the comments, seen in full on page 2.16 and 2.17, were:

"...This is not East Podunk. To have a University textbook store as the only bookstore is a shame."

"A University the size and quality of ours should have a first-rate BBookstore."

"There is no general bookstore in the B.U. area; only the Bookstore can meet this need; the students and faculty require such a facility."

"The way the Coop puts textbooks on a separate floor from trade books is a very good system, because it makes an always interesting & inviting trade book section. Possibly you could adopt that system to your layout."

As would be expected, both students and faculty shop elsewhere for nearly every item stocked in the Bookstore. Most of the service and merchandise inadequacies of the present store can be attributed directly to the shortage of space in every service department and merchandise classification.

The timetable for planning, finalizing the funding, building and occupying the proposed location is critical. The optimum occupancy date is early September, 1983.

This is a straightforward, self-liquidating project that will meet a pressing need and benefit the total Boston University Community. Some of the more obvious benefits to the University are:

...the proposal offers a good answer to the question of "what to do with the 660 Beacon Street building real estate".

...removes the financial liability and cost of maintaining
the 660 Beacon Street building,

...increases the income from the Bookstore to the University,

...immediate pay back of renovation cost,

...no capital investment in facilities,

...spread risk by leasing 3rd floor to financially sound
specialty shop operations,

...solves the Bookstore space problem,

...releases space in the George Sherman Union for other
student life purposes,

...meets the faculty need for a quality trade reference
store,

...meets the student need for a fast service text book and
supply store with better pricing,

...makes a positive contribution to the ambiance of the
University Campus, and Kenmore Square in particular,

...broadens the base of contact and service with the
community,

...pays taxes and thereby lightens the pressure of the

prevailing town and gown relationship,

...opportunity for expansion.

The project is, then, an undertaking to launch a major academic bookstore to fill a well-documented need. An advertisement to announce the new Boston University Bookstore might read:

"Next Fall, one of the greatest academic bookstores ever will open at Boston University in Kenmore Square. It's a multi-level showplace of thousands of books, student clothing, supplies, gifts and an arcade of fascinating shops which feature life style items like cameras, film, art material, calculators, computers, optical goods and gourmet food.

"It is also a student service haven, with a parcel check at the entrance, Mr. Minit - a combination valet shop, key and while-u-wait shoe repair station, a travel agency and a friendly optician's shop.

"Customers are quickly moved from the 1st to the 5th floor on quiet escalators. Self-service elevators await handicapped persons.

"It will be a place to walk into - to browse among books of every description , have a quick

"soup and sandwich lunch in the Viennese Coffee House, or walk out with a feast from the gourmet food shop. It is, very simply, going to be the best University Bookstore in the Western World.

"It will be a whole new enjoyable way of shopping for books that are both serious and those just for fun, in seven individual bookshops located on three different levels.

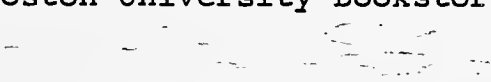
"There are only five bookstores like it in the world. Three are in the United States, two are in England, and now one is at Boston University in Kenmore Square. This is a bookstore that ranks with the Harvard Coop in Cambridge...The University Bookstore at the University of Washington in Seattle...The University Book Store in Madison, Wisconsin...Blackwells at Oxford...and Heffers at Cambridge in England.

"This is a state of the art Bookstore that sets a new standard for what University Bookstores are and what they should be. 'This is a class act, a special place which Boston University students, faculty, staff, alumni and all of Boston will experience and enjoy.'"

Ken White

BOSTON UNIVERSITY BOOKSTORE

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SECTION

1

THE SIZE AND LOCATION OF THE NEW BOOKSTORE

The Boston University Bookstore, located in the George Sherman Union basement and on the first floor, is the sole book supplier for the Boston University Charles River Campus. But here, there is trouble. A new first class academic bookstore of adequate size is needed to relieve what has developed into a badly over-crowded store, and a situation that is aggravating for everyone associated with it.

This distressing situation, over which the University had no control, came about when the Harvard Book Stores, Inc. voluntarily closed their doors for business in June, 1981, at 732 Commonwealth Avenue, a location from which they had served Boston University students for 25 years. Harvard Book Stores, Inc. was the second bookstore serving the campus to close in recent times. The Sams Book Store closed its doors to business in the Spring of 1979.

The rush for books during the first days of the semester is always anticipated. Students have been conditioned to wait on lines, but no one expected anything on the magnitude of what has developed. Virtually every student found himself waiting to get into the one bookstore serving the campus. In an effort to improve the situation, the Bookstore management introduced a reservation system in the Fall of 1982, which guaranteed the holder admission to the Bookstore at a specific time on a specific day. Those who made use of the idea were not required to stand and wait 20 to 45 minutes in line to gain admission to the store to buy their course books.

The closing of the Harvard Book Stores, Inc. resulted in an increase of orders - from 819 to 1,726 - being sent from the faculty for required and recommended student course books to the Boston University Bookstore in the Fall of 1981. This increased inventory was forced into a space that was inadequate to begin with.

This made it almost impossible for the Bookstore to deliver anything but the most rudimentary of student services during the Rush period. It was not possible for the Bookstore staff to effectively arrange and shelve the course book inventory - by course number and category. The result is, once inside the bookstore, it has taken students longer to find their books and longer to wait at the cash registers. This continues to be the heart of the problem to which this study addresses itself.

We can assume with assurance that the University is well aware that within the constraints of its space limitations, the present Bookstore, Boutique and Art Shop Branch have rendered commendable service, under increasingly difficult circumstances, to the student population of the University over the past ten years, and made a profit along the way. The University is also well aware that the crowded conditions inside the Bookstore have virtually eliminated any growth of the general trade and reference book departments. Students and faculty alike are forced to shop at other University and commercial bookshops for those types of reading and reference materials. This is certainly not a situation anyone is pleased with. It is a condition that calls for correction. The size and location of an appropriate new Bookstore space is, therefore, of first importance. Its development is a matter to be treated with sensitivity.

From an historical perspective it is well to be aware that the size of present Bookstore space, located on the basement floor level of the George Sherman Union Building, was scaled down once or twice below the original requirements, when it was planned in the 1960's, because of a shortage of money. Even from the start, it was known to be insufficient. It is certainly obvious to anyone who has recently patronized the establishment, that although the present main Bookstore enjoys a good traffic location, the scaled down space is marginal at best - too small and ill-suited to deliver the quality service which students, faculty and members of the staff of the University are entitled to expect.

The hope has been that the time would come when the Bookstore could finance itself out of its space dilemma. That time has arrived.

For the purpose of analysis, the area proposed for a new Boston University Bookstore should be considered as divided into three categories:

.SELLING AND SERVICE AREAS

.NON-SELLING AREAS

.BUILDING FUNCTION AREAS

The GROSS AREA is the total store, 100% of the area enclosed by the building shell (including the periphery walls).

.The SELLING AND SERVICE AREA is the space assigned for the smooth flow of customer traffic, the display and sales of merchandise and the rendering of special book orders and other services unique to academic bookstores. The area includes the public aisles, the space occupied by fixtures, try on rooms and peripheral stock rooms adjacent to the sales floor and accessible to sales clerks. The area also includes selling space for "leased" departments. As we see in Exhibit 1-A , page 1.9 , 33,500 S.F. are needed.

.NON-SELLING AREA includes the loading dock, receiving and marking rooms, employee locker facilities, offices, storage and warehouse areas; any area in fact devoted to support sales and whose purpose is other than direct sales of merchandise to customers. 11,996 S.F. are needed.

.BUILDING FUNCTION AREA includes walls, entrances, elevators, stairways, building equipment rooms, shafts, columns, etc. 6,504 S.F. are needed.

It is impossible to set an arbitrary rule for the apportionment of selling and non-selling space. Every academic bookstore differs from every other⁽¹⁾, just as it does with all other retail stores. There are just too many variables.

The size of the designated space was jointly arrived at by both the Bookstore staff, with its estimate of its departmental needs and projected sales volume⁽²⁾, and the experience of the Bookstore Planning Consultant.

The determination of how large the selling floor area of each department should be was arrived at by dividing the expected annual departmental sales volume by the intended sales per square foot. The areas were then adjusted to accommodate the philosophy of presentation visualized to generate sales volume on the magnitude of \$12M in FY 1988.

The size of non-selling functions and services was influenced by the decision to:

.Receive shipments directly from suppliers,
with pricing and ticketing done on the
premises.

-
1. Appendix III, a comparison of large academic store size - NACS Large Store Annual Report, Table 1; Table 7.7.
 2. For projected sales figures, see page 4.7. The figures and assumptions supporting the projections were developed in concert with the manager of the present Bookstore.

.Receive large shipments⁽¹⁾ of textbooks and bulk supplies (wirebound books) "offloaded" at the new non-book receiving room - processed and transferred to the sales floor or delivered by Bookstore van to the proposed new Union and Medical Branch Bookstores.

.Provide space for leased departments to receive merchandise directly, with pricing and storage handled inside their individual spaces.

CONCLUSION:

.The summation of area requirements for individual departments...SELLING AND SERVICE AREAS...NON-SELLING AREAS...BUILDING FUNCTION AREAS...leads to the recommendation of the use of a building of 52,000 G.S.F. for the Main Charles River Campus Bookstore.

.The 33,500 S.F. of retail space will be adequate to increase the range and level of sales and services to the total number of undergraduates (which for planning purposes is considered to hold more or less constant).

1. Bulk shipments usually arrive on board 40-45 foot over the road semi-trailers.

CONCLUSION (Cont'd):

.The 33,500 S.F. area will permit the Bookstore management to operate those departments in which they are strong, and to lease space - primarily on the third floor - to firms skilled and specialized in their operation, such as film and cameras, electronics, computers, optical goods, food, etc. It will also provide the management with the space to stock all...required and desired...book titles, academic and scientific, technical equipment, school supplies and life style merchandise in proper sizes, styles, colors and price lines. This will give the Boston University Bookstore both a leadership position and a strong competitive edge in the chosen market.

A detailed tabulation of the Proposed Boston University Bookstore Area Analysis, Exhibit 1-A, follows.

PROPOSED BOSTON UNIVERSITY
BOOKSTORE AREA ANALYSIS

<u>Selling and Service Areas</u>	<u>S.F. Area</u>
<i>Textbooks</i>	8,600
<i>Professional & Reference Books</i>	4,000
<i>Trade Books</i>	4,000
<i>Supplies</i>	3,000
<i>Clothing</i>	2,000
<i>Gifts, Cards and Room Furnishings</i>	1,500
<i>Coffee House</i>	500
<i>Parcel Check, Cashiering, Information, Service Desks</i>	2,000
 <u>Leased Departments</u>	
<i>Art Materials, Prints, Posters, Frames</i>	3,000
<i>Photo Supplies, Cameras, Calculators, Electronics, Computers</i>	2,500
<i>Gourmet Foods, Candy, Snacks, Sundries</i>	2,000
<i>Optometrist Shop</i>	400
 SUBTOTAL: SELLING & SERVICE AREAS ⁽¹⁾ including customer aisles and Service Desks	 33,500 S.F.

Non-Selling Areas⁽²⁾

<u>Office Space--Private</u>	
<i>Director</i>	150
<i>Accounting Manager</i>	120
 <u>Office Space--General</u>	
<i>Clerical/Accounting/Data Processing</i>	1,200
<i>Conference/Training/Vendor Presentation Room</i>	336
<i>Money Counting Room</i>	80

(1) Book Dept. Manager's, Photo Sales, Gift and Supply Dept. Manager's offices and work stations included in floor sales space area.

(2) Boston University Medical Bookstore and Union Station Branch store areas not included in this summary.

PROPOSED BOSTON UNIVERSITY
BOOKSTORE AREA ANALYSIS

<u>Non-Selling Areas (Cont'd)</u>	<u>S.F. Area</u>
Main Receiving & Marking Room	5,000
Storage (Warehouse) Area	3,000
Dock, Shipping, Receiving	750
Ancillary Space--	
Men's Toilet	280
Women's Toilet R.R.	280
Employee Break Area	200
Janitor	200
Display Room - Sign Making	400
	<hr/>
SUBTOTAL: NON-SELLING AREA Including Circulation	11,996 S.F.

Building Function Areas

Main Floor Lobby - Book Buy Back Area	200
Vertical Transportation - Freight & Passenger Elevators, Escalators, Stairs, Chutes	4,304
Mechanical Space (assigned)	600
Building Walls, Columns, Chases	1,400
	<hr/>
SUBTOTAL: BUILDING FUNCTION AREA	6,504 S.F.

GRAND TOTAL GROSS AREA

52,000 S.F.

COMPARATIVE SUMMARY OF
GROSS BOOKSTORE SPACE REQUIREMENTS

	<u>Existing Bookstore</u>	<u>Proposed Bookstore</u>
Selling	8,878 S.F.	33,500 S.F.
Non-Selling	5,784	11,996
Building Function	-0-	6,504
	<hr/>	<hr/>
TOTAL:	14,662 Gross S.F.	52,000 Gross S.F.

SITE LOCATION ANALYSIS

The three candidate sites for a proposed new bookstore at Boston University, which follow, were identified by Mr. James Schmidt, Executive Director of Auxiliary Services. Messrs. Mercurio, Schmidt and White agree, that for the purposes of site evaluation and to provide viable alternative potential locations, each of the sites is worthy of consideration.

The candidate sites are identified on the following schematic campus map, Exhibit 1-B. Following a statement describing the special site requirements of the new Bookstore, each is individually analyzed and described.

SPECIAL SITE REQUIREMENTS OF THE PROPOSED NEW BOSTON UNIVERSITY BOOKSTORE

-ACCESS-PEDESTRIAN...Site should provide for direct access at one point from the street or the present University Union interior.
-ACCESS-DELIVERY...Site should be accessible for semi-trailer deliveries directly into and shipments out of the Bookstore.
-ACCESS BY VAN & SCOOTER...for delivery and shipment of merchandise is essential.

-ACCESS BY PUBLIC AND VENDORS...Site should be located as close as possible to public parking, and access to mass public transportation.
-PARKING...Site should be located to relate to present and future parking spaces.
-ENVIRONMENTAL FACTORS...Site should be one on which a new building or addition would make a positive contribution to the architectural mass and landscape of buildings on and surrounding the campus, and to the long range campus plan.
-FUTURE PLANNING...Site chosen for the new building should be one that will not have a negative impact on future academic buildings.
-STUDENT CONVENIENCE...The Bookstore is first and foremost a service organization. It must be convenient and accessible to students, fitting into their campus travel plans and routes leading to and from present and future academic facilities, residences, athletics, University Union events, the various food services, the library and Administration Building.
-TOPOGRAPHY...A bookstore building should be built on as near a flat terrain as possible to facilitate pedestrian walks, access by handicapped persons and service drives.

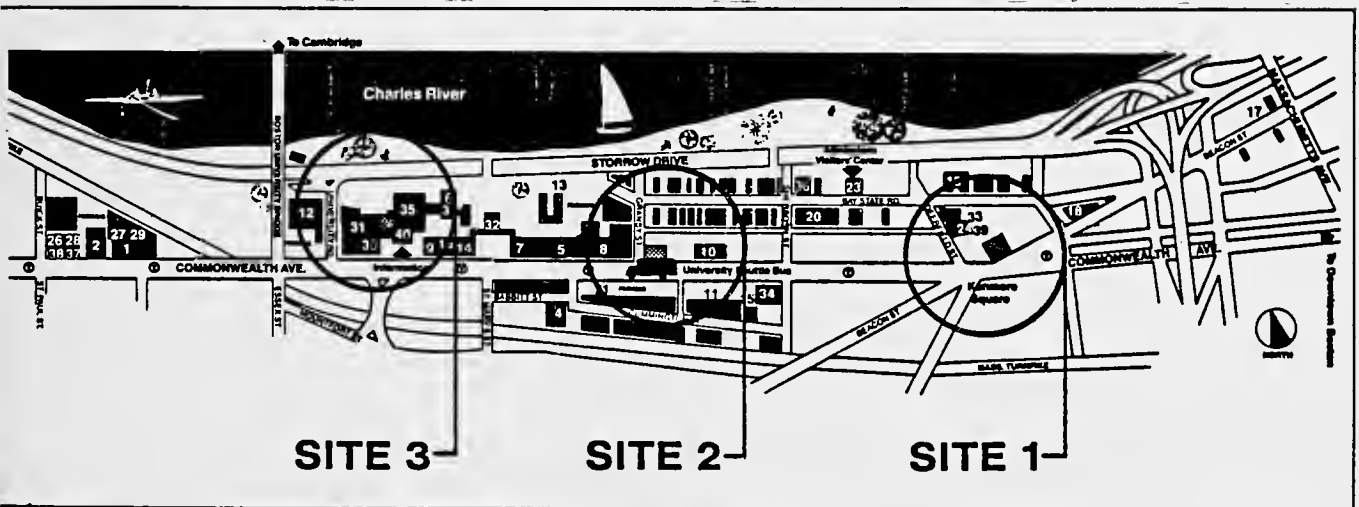
.....SITE PREPARATION...A site should be selected in which sewer and water, electric power, the telephone system, steam lines and other utilities are in place or near at hand and not have to be re-routed.

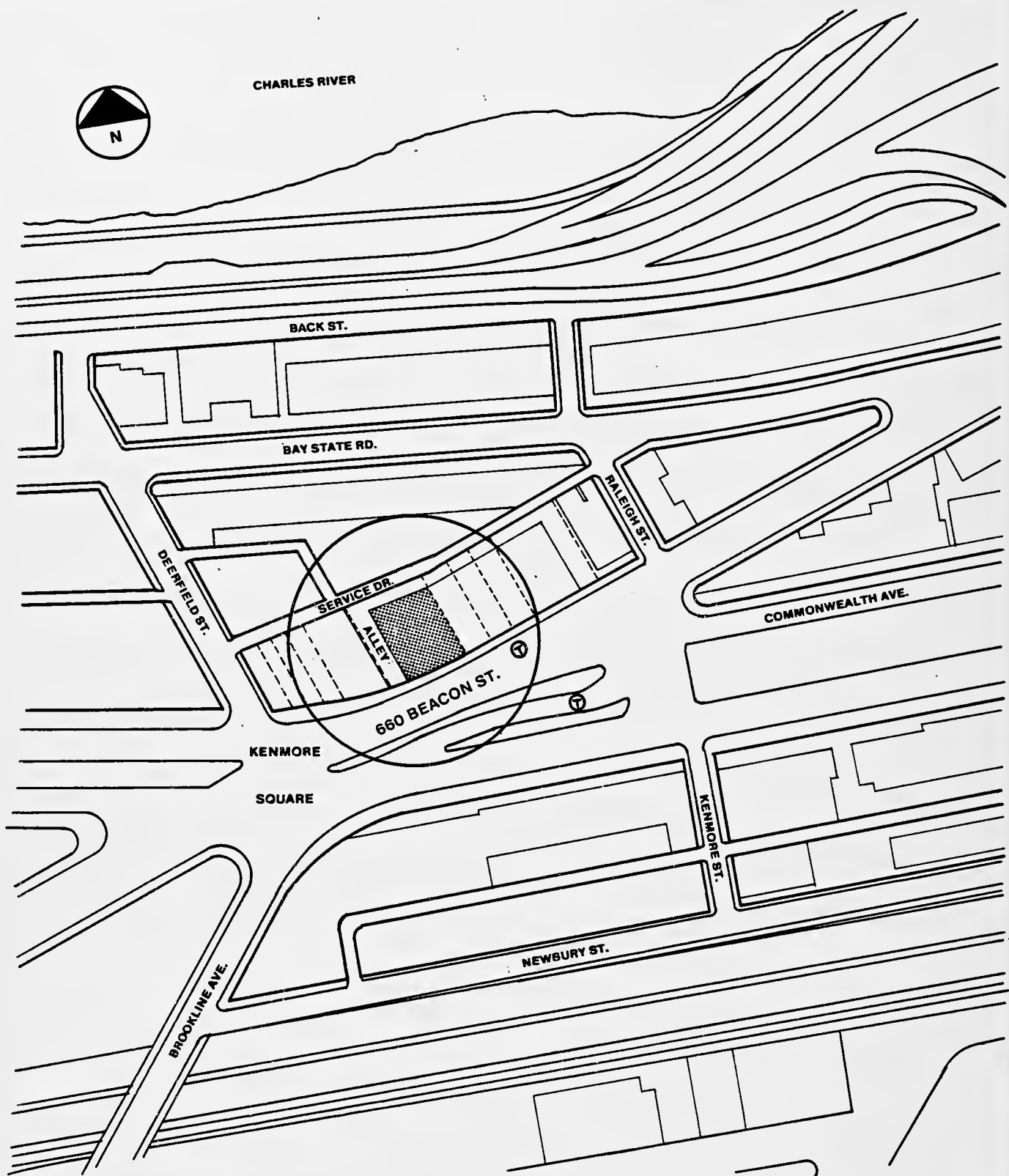
.....ECONOMIC FACTORS...The site selected can have an enormous impact upon the long term economics of the project. A complicated site can result in an expensive building, costly to operate, with little or no opportunity to recover its cost.

.....COMPATIBILITY WITH THE BOSTON UNIVERSITY MASTER PLAN AND LONG RANGE PLAN...The site selected should be compatible with and work into the long range plan and objectives of the University.

Each of the three sites selected and analyzed appears to be in harmony with the goals of the long range campus plan.

EXHIBIT 1-B CANDIDATE SITES FOR A NEW BOSTON UNIVERSITY BOOKSTORE





Candidate
SITE 1
for new bookstore

SITE LOCATION ANALYSIS
SITE 1

SITE 1: Located at 660 Beacon Street, on the North side of Kenmore Square, is a six-story office building owned by Boston University.

The site is bounded on the North by an open access service drive.

The site is bounded on the West by an open, paved alley.

To the East the site is bounded by a brick office building of almost equal height.

The building is of fireproofed brick and concrete construction.

The size of the building area is 54,000 S.F.

The useable area of the building is 52,000 S.F.

The area of each floor is 9,000 S.F.

Parking: 22-car capacity in the basement.

Vehicular access of inbound and outbound deliveries and shipments is good, direct from the existing service drive at the rear of the building.

Access by pedestrians - direct from Beacon Street - is excellent. Access by pedestrians from Bay State

660 BEACON ST.

VIEW FROM KENMORE SQUARE →

CLOSE VIEW OF EXISTING STORE FRONT ↓



← REAR VIEW FROM SERVICE DRIVE

↓ SIDE VIEW FROM ALLEY



Road and Raleigh Street residence halls, administrative and academic offices is good. This site is closer to more of these University halls than the present Bookstore.

Access to the "T" subway station is excellent.

It is possible for the Boston University shuttle bus to stop at the front door of the new store.

Parking is available in the building.

Basic utilities are in place.

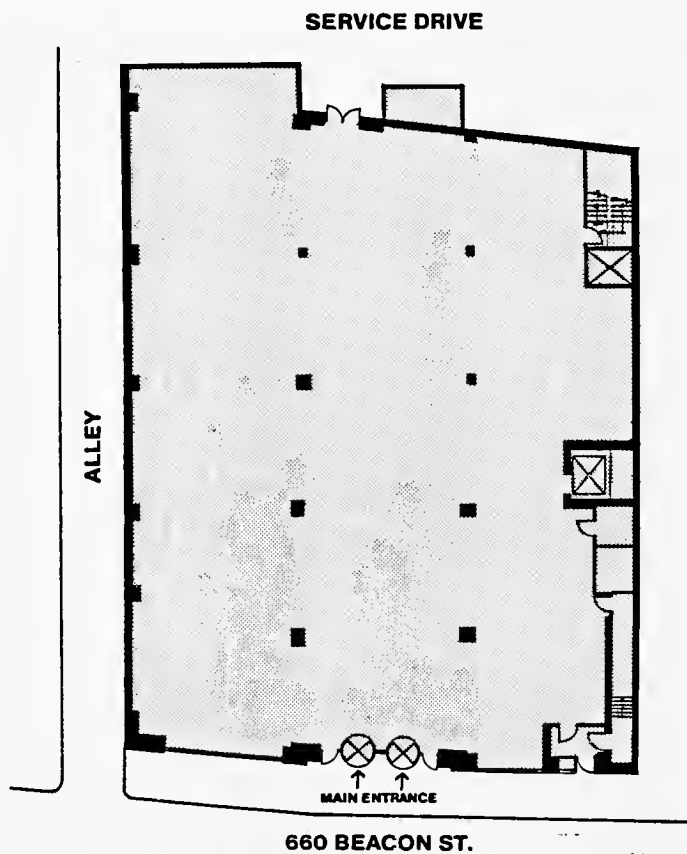
In the future, selling space can be expanded, down into the basement.

Because of the relative height of the building, it possesses strategic recognition from all sides. Presently there is erected on the roof a neon Citgo tetrahedron which has become a Boston landmark.

The grade of the property slopes down away from Beacon Street to the North. Natural drainage of surface water appears to be good. Renovation of the building will not be an overly complicated task. If acted upon by the first of the year,



SCHEMATIC 2nd THROUGH 6th FLOOR PLAN



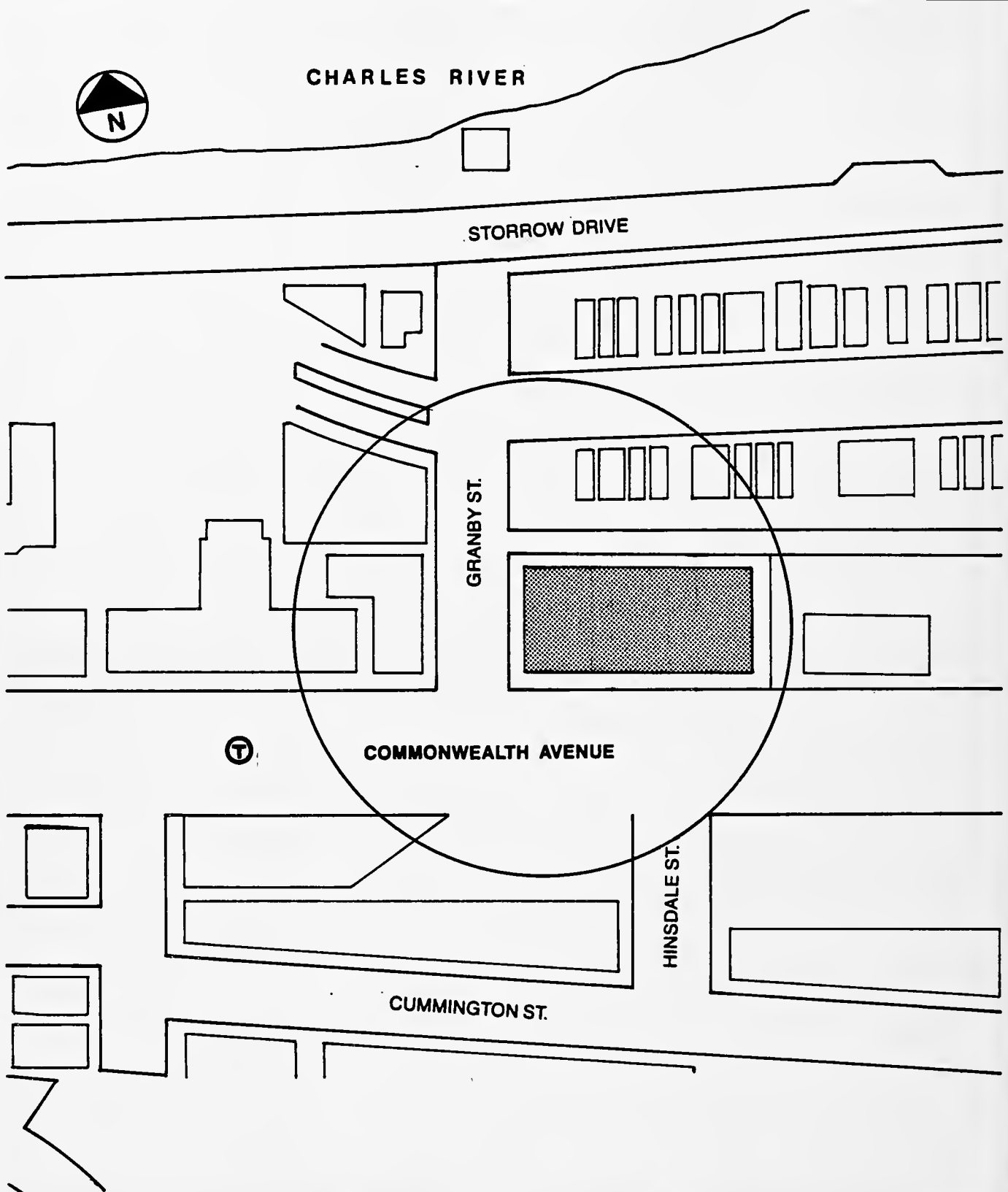
SCHEMATIC FIRST FLOOR PLAN

it is possible to occupy the new Bookstore building by September, 1983⁽¹⁾.

The location of the building, situated at the East end of the Campus, is similar in many respects to that of the Harvard Coop, and University Bookstores at the Universities of Washington and Wisconsin, three of the largest academic bookstores in the U.S.

The physical size, immediate availability, and the vehicular and pedestrian access features combined, make this site the first choice of the three proposed.

-
1. Please refer to the Project Schedule , Exhibit 3-A, page 3.11.



Candidate
SITE 2
for new bookstore

SITE LOCATION ANALYSIS
SITE 2

SITE 2: Located at the Northeast corner of Commonwealth Avenue and Granby Street, the area is presently developed as a parking lot. (See Exhibits 1-F, 1-G.)

The site is bounded on the East by Fisk Hall School of Nursing and Curtis Auditorium.

The site is bounded on the North by a paved service drive.

The site is bounded on the West by Granby Street and the Stone Science Building and CLA.

The size of the available land is approximately 34,000 S.F.

Vehicular access of inbound and outbound deliveries and shipments is good, direct from the existing service drive - at the rear of the proposed building - facing the rear of 206-212 Bay State Road, a residence hall.

Access by pedestrians is excellent - direct from Commonwealth Avenue. The site is slightly to the East of the geographic center of the Campus, diagonally across Commonwealth Avenue from Warren Towers.

Access to the surface "T" and Boston University shuttle bus is excellent.

Parking space is restricted, but available in the area.

Basic utilities are at hand, but will require re-routing.

In the future, selling space can be expanded down into the basement.

The site is large enough to accommodate a new Bookstore building with two selling floors of 26,000 S.F. each.

The disadvantages of the site are:

- o...A new building would have to be planned, designed and built. This will delay the solution of the Bookstore problem by 18 to 24 months.
- o...The site is located in the academic core of the Campus. The site should be reserved for a major academic building designed in harmony with and compatible to those which exist.
- o...Unless there were underground parking facilities provided in a new building, there would be

a negative impact on the high demand for parking at this location.

For these reasons, this site is ranked second of the three choices proposed.

EXHIBIT 1-G





CHARLES RIVER

STORROW DRIVE

UNIVERSITY RD.

GEORGE SHERMAN
UNION BUILDING

COMMONWEALTH AVENUE



MASS. TURNPIKE

ST. MARY'S ST.

Candidate
SITE 3
for new bookstore

SITE LOCATION ANALYSIS
SITE 3

SITE 3: Located on the North side of the "Link" between the Mugar Memorial Library and the George Sherman Boston University Union, also known as the George Sherman Union, the land is presently developed as a landscaped court yard. A design for a bookstore addition has been proposed for this site⁽¹⁾.

The site is bounded on the North by Storow Drive.

The Mugar Memorial Library lies to the East.

The George Sherman Union bounds the site on the West side and "the Link" - a two-storied glass enclosed passage connecting the Library with the Union Building, lies to the South.

The size of the available land is approximately 7,500 S.F.

Vehicular access of inbound deliveries and out-bound shipments is poor. Planned loading dock is far removed from the processing and sales area.

Access by pedestrians from the Union is attractive. Of the three sites, it fits best into their present

1. Feasibility study: Prepared by Symmes, Maini and McKee Associates, Inc., August, 1982.

travel plans, but this is subject to change.
Access to the proposed store on each of three proposed levels is difficult to control. Multiple entrances weaken the security potential of the space for retail bookselling purposes.

Access to the surface "T" and Boston University shuttle bus is excellent.

Parking is remote.

Utilities are at hand.

Construction proposal: Remove the present bowling alley - game room and renovate as approximately 15,600 S.F. of Bookstore space, located on the basement level. Construct two additional floors of 5,000 S.F. each, located directly above the basement space, maintaining the identity of the Link as a connector and...creating a separate identity for the Bookstore.

Disadvantages of the site are:

- o...The total space realized is less than half of what is needed for the long haul.
- o...Because of remote receiving and shipping, space will be difficult and expensive to operate.

- o...The flow of inbound and outbound freight and conditions for handling merchandise in the present main Bookstore are terrible. This plan does nothing to improve it. Twenty-one steps are involved in the present, overly complicated process. This could be reduced to nine! Any new store should be located to receive and directly ship as many items as possible.
- o...Because of multi-level entry (as opposed to one single entrance) the space will be difficult to supervise and secure.
- o...It is a complicated construction project. If acted upon by the first of the year, it is possible to occupy this site by September, 1983.
- o...To construct the new addition with the removal of the present game room and bowling alley, there will probably be a negative impact on the flexibility and quality of Student Union programming.
- o...There is limited potential for future expansion.

For these reasons, this site is ranked third of the three choices proposed.

SECTION 2

NEEDS AND ASPIRATIONS

It is important to have a clear view of the role various departments and services planned for this facility will play in making its unique contribution to the quality of student life at Boston University. We ought not, however, to think only of the question of whether a new and proper facility is adopted would mean that the Bookstore, as an entity, should be doing better or less well than it is now doing, but also of the possibility that

a new first rate facility would enable the Bookstore management and staff to do meaningful things they cannot do now, and that would be worthwhile. I hope the reader will ponder on this.

BOOKSELLING AT THE NEW BOSTON UNIVERSITY BOOKSTORE

Five of the floors of the 660 Beacon Street building will be used for selling and forward stock space, as seen in Exhibit 2-A, Vertical Plan Showing the Distribution of Principal Merchandise and Service Departments. Each floor will be accessible by escalators, stairs and passenger elevators traveling up and down.

The plan is to introduce a completely new and fresh approach to bookselling, and the delivery of personal services in the new, six-storied Bookstore.

Of first importance to students will be the new undergraduate course book department located on the 4th floor. New type bookselling equipment will allow the store to convert approximately 30% of the space for other merchandising uses and events between the Rush periods. A new approach to cashiering in this department will dramatically reduce the time students are required to wait in line to pay for their course books at the beginning of each Fall and Spring semester.

VERTICAL PLAN
Showing the Distribution of Principal
Merchandise and Service Departments

Storage		Forward Stock		Book Department Receiving & Shipping			6
Employee Lockers/Lounge	Office Refunds	Graduate Level Books	Professional Bookshops Medical-Health Science-Law-Engineering				5
Under Graduate Text Books							4
Leased Departments	Art Material	Photo Cameras	Calculators Personal Computers	Audio Records	Gourmet Food	Optometrist Mr. Minit	3
Trade Books	Academic Subjects New Arrivals Best Sellers	Fiction & Literature Reference Classics	Music, Dance Theatre Business Computer Science	Art & Architecture Design Hobbies	Photography Home Arts Health & Fitness	Science Fiction Mysteries Travel	2
Special Orders - Information - Books in Print				Coffee House	Travel Agency		
Parcel Check Information Used Book Buy Back	Campus Wear Imprint Shop	School Supplies Office Supplies	Pens Writing Instruments	Report Covers Stationery Cards			1
Mechanical Room Boiler		Loading Dock Receiving/Shipping Non-Book Dept. Receiving & Marking					Bsmt.

Boston University Bookstore
Proposed Site 1 - 660 Beacon St.

The concept is to provide a large number of movable, high-speed cash register stations - 20 to 22 in number - manned during the Rush period by temporary cashiers for this department. They are intended to drastically reduce, if not eliminate, waiting lines - as they have so effectively done at the UConn Co-op, Duke and the University of North Dakota. Once the Rush period is over, the plan is for the registers to be stowed away in the movable station bases. The freed bases are then placed in a variety of arrangements, and the area converted to meet the special selling requirements of each sales department. This new feature will relieve what many Boston University undergraduate students perceive as a tiresome and needless imposition on their time.

Professional books will be located in individual shop-like settings on the 5th floor. Professional text and reference books will be arranged by discipline into

- o...The Health Science Bookshop
- o...The Law Bookshop
- o...The Engineers' Bookshop
- o...Graduate Studies Bookshop.

Each shop will be unique in its appearance and staffed by a knowledgeable book person. Mail, telephone and special orders will be encouraged.

General trade and reference books, and remainder and bargain books would be sold in two distinct settings on the second floor.

The entire second floor will offer a choice of thousands of hard and softbound trade and reference book titles in 125 categories, including B.U. bestsellers, children's books, business, technical and reference books, and do-it-yourself books in the Gothic Bookshop and the Book Supermarket.

The Book Supermarket is a whole new way of shopping for trade books - it will be the only completely discount bookshop in Boston. An alternative name for the department is - The Musty Old Bookstore - and, yes, it will sell used and remaindered hard and softbound trade books and periodicals.

The reason for all of this emphasis on merchandising books is because Boston ranks 5th in the nation as a book buying market. There is the population in Boston, with its many other colleges and universities, to support one of the greatest bookstores in the nation. It is this simple fact which makes this opportunity for a great, new bookstore at Boston University so unique. A quality reference and general trade book department, of the type described, has enormous potential for enlarging and enriching the quality of student life at Boston University.

Fortunately, the Bookstore has the professional staff experienced to select, merchandise, publicize and display the titles students and faculty want on their first visit to the store - and the ability to quickly special order specialized titles for them on short notice. There is a need for each book to be called to the attention of both the on and off-campus reading public, but it is precisely the plethora of titles that requires space, and their short life, that makes merchandising and publicizing them complicated.

Because books in general reach a special kind of audience - more accurately, many audiences - they have a special role to play in the overall pattern of student life. People who read books, even trivial books, are, on the average, more educated, more sophisticated, more affluent, more influential and more concerned than those who do not. This attracts to books the writer who feels he has something to say to such people.

People who buy and read books on college campuses are as varied as the population of the country. There is no "broad, general market", just as there is no "hard-core book buyer." There are numberless large, small, and medium-sized, constantly changing and shifting submarkets. There are Boston University students, faculty, staff, alumni and visitors who are frequently in bookstores and those

seldom there; people interested in photography and haute cuisine, those interested in numerology and gardening, and those interested in gardening only - and so on through all the permutations and combinations of all the subjects imaginable. There are students with plenty of money, for whom the price of a book is no obstacle; for others, that very same book is a major purchase. There are people with much leisure and those with almost none at all. Some of these markets are sharply defined - aspiring computer programmers, electrical engineers, graphic designers, journalists, for instance; others - people unhappy with their appearance or looking for a gift for a kid sister or sick aunt - are vague and constantly shifting. The same title may be bought by hundreds of people for hundreds of different reasons.

This blend of markets, exposure to and experience with books at undergraduate levels, provide two interesting possibilities at Boston University. First, it enables the student to develop a personal role in relation to his subject. He is confronted not merely with an accumulation of books of factual doctrine and the perfection of their analytical methods in the abstract, but books which project a participation in their application, their translation into productive activity. Secondly, it provides a social and educational environment for one possible resolution of the tension between specialization and breadth of culture.

The present Boston University Bookstore is reported to have 12,000 reference and general trade book titles stocked in its inventory. The plan is to increase this count to 30,000 titles, containing exceptional academic, trade and technical reference sections. The marketing plan is for the Boston University Bookstore to first expand its reputation and market for mail order sales of technical and specialized professional and reference books beyond the circle of the Campus to almost every state in the United States and Canada. The second step is to see to it that, when this Bookstore is built, a visit to Boston University and Kenmore Square will not be complete without some browsing there.

NON-BOOKSELLING AT THE BOSTON UNIVERSITY BOOKSTORE

The Boston University Bookstore is, however, a place that will sell more than books. Its goal is to meet both the market needs and student perception of what a first-class University Bookstore should be.

To do so requires the restructuring and addition of a number of new, diversified sales and service departments, each of which has unique personnel, merchandising, inventory and store fixturing requirements. Rather than sail into

strange waters and venture into operating departments and services in which it has no experience, the plan is to lease space to established and financially sound retail organizations to operate the list of departments seen in Exhibit 2-B.

EXHIBIT 2-B

NON BOOK DEPARTMENTS

To Be Operated by
the B.U. Bookstore

Student Supplies
Campus Wear (Clothing)
Pens/Writing Instruments
Greeting Cards
Stationery
Gifts
Imprinted Gifts/
Novelties
Room Furnishings
Bags, /Luggage
Special Orders

To Be Leased

Art/Engineering Material
Electronics/Calculators/
Computers/Audio-Video Sales
Cameras/Film
Optical Goods
Jewelry/Watches/
Watch Repair
Gourmet Food
Viennese Coffee House
Mr. Minit - (Valet Service/
Shoe Repair)
Travel Agency

Each of these departments and sections is important to students. Each can make its own unique contribution to the retail ambiance of the store. Each is

essential to the other. We believe these departments should be leased to local (Boston) merchants and, hopefully, to some from the Kenmore Square area. Some of the advantages of leasing these specialty departments are:

- o...Skilled and trained personnel are provided,
- o...No investment in inventory is required,
- o...No investment in equipment is necessary,
- o...Lease will draw traffic from different segments of the market,
- o...Lease will expand the range of services offered by the Bookstore.

LEASE DEPARTMENT LOCATIONS

The plan is to lease and locate the "Viennese Coffee House" and travel agency on the second (Trade Book) floor. All other lease departments would be assigned space and located on the third floor. We believe the third floor should be designed, merchandised and promoted as "The Boston University Bookstore Shopping Arcade." Each shop would be enclosed and provided with a means of securing its space when closed.

A system of video directories, developed by Ken White Associates, will be provided to help guide customers to the proper location on each of the floor levels throughout the new Bookstore. By touching images on the screens, customers can obtain directions or other information. If

more help is needed, touching a picture of a smiling assistant brings the customer into two-way audio contact with a human counterpart capable of answering their questions regarding the store and its merchandise. This system will make it easy to find books, supplies, and all kinds of merchandise in the new store. But if a customer is in need of service, by just asking - their needs may be taken care of. The staff can special order any of the 450,000 books in print - including medical and technical books. Purchases may be charged with VISA or MASTER CHARGE.

A special kind of college stationery and supply department is envisioned for the first floor, with a huge wirebound book display stocked with the most popular designs and arranged to make it easy for students and customers to shop during rush times. The general supply department will be filled with an enormous selection of essential and interesting student and office stationery and supply items, room furnishings, pens, writing instruments, filing supplies, maps, report covers, indexes, greeting cards, social stationery and small miscellaneous items.

Imprinted gifts, campus wear and clothing will be categorized and featured in men's, women's and children's sections - arranged for easy selection and visual appeal on the first floor.

FACULTY-STUDENT OPINION SURVEY

PART I - FACULTY STAFF QUESTIONNAIRE⁽¹⁾

Of 154 responses received, individual perceptions of the present and future Bookstore varied a great deal. Response to individual questions is stated in % of returns responding to each query. Where no response was received - the designation NR appears.

Please Rate our TEXTBOOK ORDER PROCEDURE

	<u>Very Good</u>	<u>Satis- factory</u>	<u>Needs Im- provement</u>	<u>Unsatis- factory</u>
Promptness in Ordering Textbooks	(20)%	(60)%	(10)%	(10)%
Accuracy in Filling Textbook Orders	(10)	(70)	(20)	(NR)
Special Order Service	(20)	(10)	(NR)	(10)
Desk Copy Procedure	(NR)	(10)	(40)	(10)
Overall Courtesy	(30)	(30)	(20)	(20)
Overall Efficiency	(20)	(40)	(20)	(20)
Discount Policy	(10)	(60)	(20)	(10)
Adequacy of Cashier- ing Procedure	(NR)	(20)	(20)	(10)

30% of faculty responded to the question, "Do you have any specific comments to make on our TEXTBOOK ORDER PROCEDURE?" Following is a sample of responses received:

..."It seems to work fairly well, although returns are early. Perhaps an expanded trade section would include expanded typical areas akin to course areas, providing a "recycling" of more texts - especially

1. Please refer to Appendix II for an example of the survey instrument referred to.

"those that are used over and over again...and have general appeal."

..."Much better than in past. Last year the bookstore corrected my ordering error in nothing flat."

..."There ought to be a box on order form that can be checked off in order to receive desk copies."

..."Don't return books so early in the semester."

..."More room is apparently needed."

..."You should publicize the discount policy better."

..."All my troubles come from the publishers."

..."There is no bookstore on the Medical Campus. One is desperately needed. The present system is totally unsatisfactory."

..."I have been on staff one year at the Med School. I have no idea where the bookstore is, have never seen it or been in it and, therefore, can't answer your questions."

..."Bookstore does not have enough medical text."

..."Notification in advance whether or not books have come in, are not available, etc., is badly needed."

..."1) Books for courses should be made available 1-2 weeks before class begins. 2) Larger staff during peak periods of each semester."

..."If a problem arises about getting the text on time, we should be notified as soon as possible to make compensation."

..."I have no problem with it."

..."Keep up the good work."

A new bookstore of the scope proposed at 660 Beacon Street will reduce and eliminate many of the problems cited. When bookstore operating space is limited, some stock tends to become buried, pushed to the rear and mis-shelved. This makes it difficult for both the staff and customers to find. It leads to confusion. But with adequate space, it is possible to lay out the department book arrangement in advance each semester. Books are then shelved in their proper location. As the stock is processed, one can quickly spot titles which have or have not arrived. This feature simplifies the process of following up on deliveries and notification of stock status to the faculty. A minimum bookstore of 800 to 1,000 S.F. is needed on the Medical School Campus.

* * * * *

No answers were received to the first two questions asked of the faculty and administrative staff in the following query:

Please Rate Our REFERENCE AND GENERAL BOOK SECTION

Does our Bookstore adequately meet your needs for reference, trade and paperback books?

Always have the books I need	(NR)
Usually have the books I need	(NR)
Seldom have the books I need	(50)%
Stock is average but could be improved	(10)
Very poor stock of nonrequired books	(50)

The new Trade Reference Book Department should resolve this concern.

In response to the question, "Should our Trade/Reference Section be a main feature of our Bookstore?", 90% of those who replied said "yes." 10% of those who answered questionnaires did not respond to the question.

When asked, "Do you have any specific comments to make on our REFERENCE AND GENERAL BOOK SECTION?", typical responses were:

..."Can never find anything there. Staff not very helpful."

..."BU authors section - should be featured - with copies of books available."

..."It should be brought up to the standard of the MIT & Harvard Coop - at present I am forced to go there & buy books."

..."Too much like grocery store pulp & not like a college store; with no local competition any more there is no excuse for the poverty of selection."

..."Up or out."

..."It is remarkable that an academic community of 30,000 B.U. has such a poor general reading selection, with no good bookstore in the area since Harvard Bookstore was closed."

..."Not a serious bookstore. Should emulate Harvard Coop or Harvard Bookstore."

..."There is no general bookstore in the B.U. area; only the Bookstore can meet this need; the students and faculty require such a facility."

..."If it is realistic to have a good, serious Trade Book selection, that would be an enormous addition to the community. A merely mediocre result might cost more money than it is worth."

..."There should be another (or better) bookstore in this area. This is not East Podunk. To have a University textbook store as the only bookstore is a shame."

..."It's too small: a joke for a University of this size and quality."

..."The way the Coop puts textbooks on a separate floor from trade books is a very good system, because it makes an always interesting & inviting trade book section. Possibly you could adopt that system to your layout."

..."Selection is too popular. Resembles Walden Book & B. Dalton, when 3rd floor of Harvard Coop would be a better model."

..."There is no other bookstore in the area."

..."Should be more diversified. 'One stop' shopping appeals to busy people."

..."Don't expect you to have reference texts; there is no room available at present location. You may have to move to a new location."

..."Philosophy section is abysmal. So is History/Politics. Get someone who knows something about these areas to order books."

..."Personally I would like to see & would make use of a huge trade/reference section."

..."If you decide to have such a section, it would have to be much more extensive to be useful in the sciences."

..."A University the size and quality of ours should have a first-rate Bookstore."

The present Bookstore facility was rated as follows:

	<u>Very Good</u>	<u>Satisfactory</u>	<u>Needs Improvement</u>	<u>Unsatisfactory</u>
Store Location	(NR)	(40)%	(20)%	(40)%
Reference Book Arrangement	(NR)	(20)	(50)	(30)
Trade Book Arrangement	(NR)	(10)	(50)	(40)
Textbook Arrangement	(NR)	(70)	(20)	(10)
Stationery Supply Arrangement	(NR)	(30)	(30)	(10)
Cleanliness	(NR)	(60)	(10)	(10)
Overall Appearance	(NR)	(10)	(60)	(30)
Store Size	(NR)	(20)	(30)	(50)

60% of those responding felt the present Bookstore location was unsatisfactory and needed improvement. Only 20% felt that the size of the present store is adequate. Most of those responding agreed that the textbook arrangement was satisfactory. 90% felt trade book situation was not satisfactory.

90% of those responding to the survey were members of the faculty. 40% of those teach classes ranging from 60 to 100 students. 60% taught larger classes ranging from 120 to 300 students each year.

30% of the respondees recommended specific books to students from 1 to 5 times annually, while 50% recommended titles from 7 to 10 times a year. 20% did not respond to the question.

The faculty reported that they were not very lucky at finding the titles they recommended available in the present Bookstore. 20% said "yes" they had, 70% said "never". 10% did not respond to the question.

The faculty traveled to 19 other bookstores in the Boston area to make their book purchases. Those most frequently listed were:

<u>Store Name</u>	<u>Responsees</u>	<u>Store Name</u>	<u>Responsees</u>
MIT	5	Harvard Coop	40
Barnes & Noble	9	Paperback Booksmith	8
Wordsworth	5	Waldenbook	4
U.S. Govt. Bookstore	1	Harvard Bookstore	15
Schoenhof's Foreign Bks	3	Brown & Connolly	5
Lauriat's	1	Many in Cambridge	5
Grolier	1	Mandrake	1
B. Dalton	1	New England Bookmobile	2
Sams	1	Northeastern	1
Asia Books	1		

30% of book purchases were for instructional purposes, 20% for research, 20% reference, 20% personal and 10% for other purposes. Purchases were generally made in the past 90 days.

20% of responsees said the quality of sundries and stationery items available in the Bookstore was adequate for their needs. 40% disagreed; 40% did not respond.

Asked if they would use our bookstore for book purchases other than textbooks again, the faculty was vocal. Typical responses were:

..."I will take a look, but with no expectations."

..."Depends on how good it is - not size or location."

..."Easier and cheaper to get elsewhere."

..."Not until it is brought up to excellence - never has the books I want."

..."If it were an attractive, dignified, well stocked, conscientiously run place - yes."

..."Only if vastly improved. Need more depth."

..."To me it is only a textbook repository. It is not a true bookstore. I wish it were."

..."Selections do not compare with the Coop. Any chance you could go big time and become a store like the Coop?? I'd definitely go there more often. Use the membership annual discount system based on sales per year rather than 10% per purchase."

..."Depends. Will it become a bookstore? It is the last place I think of for a University which takes pride in its intellectual ambiance; this bookstore is a disgrace!"

..."To drag me in, off the street, the store would have to be in a location like CVS/Radio Shack, not in the basement of a Union Building. It would have to be as interesting as Paperback Booksmith in Coolidge Corner or Harvard Bookstore on Newberry St."

..."B.U. Medical Center too far away for me to conveniently browse at the store. Shop at Brown & Connolly."

..."There needs to be a bookstore at the Medical Campus - a suggestion I first proposed 4 years ago."

..."Yes, if it was at the Med. School." (Author's note: this suggestion appeared 6 times.)

..."If it were closer to 621 Commonwealth Ave., you bet I would."

..."I go elsewhere because of crowded conditions, multiple changes, loudness, inability to locate books I want."

..."No -- Don't feel a need - Coop and Waldenbooks, Paperback Booksmith are fine. Don't expect you to match them."

..."Yes."

* * * * *

The faculty unanimously agree that save for lab books - used books should be made available for students.

To the question - if the bookstore were relocated and expanded, would you use it more often...46% said yes - 20% said maybe - 10% said no. 24% did not respond.

* * * * *

PART II STUDENT QUESTIONNAIRE(1)

287 responses to the student questionnaire were received and analyzed. Their response is as follows:

TEXTBOOKS

Did you purchase all of your Fall Semester textbooks from the BOSTON UNIVERSITY BOOKSTORE? (60%) Yes (40%) No
If No, what percentage did you buy from the Bookstore? 80%

Please Rate Our TEXTBOOK SECTION

	<u>Very Good</u>	<u>Satisfactory</u>	<u>Needs Improvement</u>	<u>Unsatisfactory</u>
Book Pricing				
(Accuracy/Visibility)	(20)%	(40)%	(20)%	(10)%
Book Exchange Policy	(20)	(30)	(30)	(20)
Availability of				
Required Books	(10)	(40)	(30)	(20)
Adequate Quantity				
of Desired Books	(30)	(40)	(10)	(10)
Overall Arrangement				
of Books	(10)	(40)	(50)	(NR)
Overall Appearance of				
Textbook Section	(10)	(50)	(30)	(10)
Adequacy of Cashiering				
Procedure	(10)	(40)	(40)	(NR)
Special Order Service	(NR)	(10)	(20)	(NR)

-
1. Please refer to Appendix II-A for an example of the survey instrument referred to.

Following is a typical sampling of student comments concerning the textbook section:

..."General layout too confining."

..."Prices should be either stamped better or stuck on cover."

..."The arrangement of books by prefix rather than school is better."

..."Offer discount on books, i.e. Harvard Coop. Arrangement/appearance is very confusing + crowded + messy. Too few cashiers! B.U. Bookstore is too expensive."

..."Messy, confusing. I hate low ceilings."

..."Yes - prices are way too high - you can buy books cheaper at Harvard Coop - next semester I will."

..."Expand it."

..."Prices themselves need drastic improvement."

..."Bookstore is too small. During Rush week it is impossible to move while carrying all the books, checkbook, pen and to climb over everyone. Locate the bookstore in another place. How about the Ballroom on 2nd floor of the Union. Nobody uses that for anything."

..."Cashier lines are ridiculous...too few."

..."You don't sell enough used books + your markup seems to be outrageous."

..."Rush card system is commendable, but try not to give out so many/period."

..."Too small. Aisles too cluttered + too narrow for large number of students at semester beginnings."

..."Perhaps a few well placed decorations would do much to enhance the drab decor of the place."

..."Too small to accommodate student body during the Rush - even with appointment cards."

* * * * *

Please Rate Our BOOK SECTION (other than textbooks)

	<u>Very Good</u>	<u>Satis- factory</u>	<u>Needs Im- provement</u>	<u>Unsatis- factory</u>
Availability of Desired Books	(20)%	(30)%	(10)%	(NR)
The Selection of Reference Books	(20)	(30)	(20)	(NR)
Arrangement of Paperback Books	(20)	(40)	(20)	(NR)
Overall Appearance of Department	(10)	(30)	(20)	(NR)
Special Order Service	(NR)	(20)	(20)	(NR)

Do you have any specific comments to make on any aspect of the BOOK SECTION?

..."I prefer to buy books (other than text) in Harvard Square - cheaper prices - better selections."

..."Rarely find the book I am looking for."

..."It could be better marked off with larger signs. I got what I wanted, but it was after asking for help."

..."Very small."

..."Too spread out. A long aisle or two instead of six small, cramped aisles would be better. Selection is small."

..."More science fiction books, and more novels."

..."Excellent selection of Schaum's, etc."

..."More interesting books (e.g. bestsellers, more accurate reference books, more philosophical & political books, more SI-FI Books!!)"

..."Need more reference books for Bio & Chem."

..."More magazines - make it as good as Waldens."

* * * * *

Please Rate Our Boutique Shop (supply and general merchandise area on the upper level).

	<u>Very Good</u>	<u>Satis- factory</u>	<u>Needs Im- provement</u>	<u>Unsatis- factory</u>
Range of Selections	(40)%	(50)%	(NR)	(NR)
Price of Items	(20)	(20)	(20)	(30)
Arrangement of Merchandise	(10)	(70)	(20)	(NR)
Overall Appearance of the Shop	(NR)	(80)	(10)	(NR)

40% of students replied to the question, "What new or different merchandise would you like us to stock?" There was, as expected, a wide range of replies, including the following:

..."Wider selection of greeting cards, record albums, warm up suits, sweat shirts, underwear and panties."

..."A better, wider selection of posters, traditional imprinted and plain college gifts, glassware, toiletries, film, candy & snack food items."

..."More magazines and scientific journals and an imprint shop like the Harvard Coop," were also requested.

* * * * *

When asked, "Do you have comments on any aspect of the Supply and General Merchandise Area?", student customers of the bookstore generally asked for larger selections of notebooks, better selection of records, more stationery items,

and different types of dated items - calendars, at-a-glance appointment books, etc.

80% of responding students were undergraduates, 10% were graduate students and 10% were part-time students, 40% of whom expect to graduate in 1984.

While one student wrote that she shopped in the store 26 times last year, 5 to 10 visits was the more normal frequency reported.

Of the most recent book purchases, 30% were for course use, but 40% were for personal consumption and 20% were bought as gifts.

The variety of other merchandise purchased ran the gamut of the Boutique's offerings and included:

Keyrings	Chemistry Kit
Notebooks	Paper
Folders	Batteries
Reference Books	Greeting Cards
Presents	Calendars
Pens	Microscope Slides
Stationery	Sweat Shirts
Sundries	Report Covers, etc.

* * * * *

80% of responding students said they had shopped in the Bookstore within the past 6 weeks. They traveled far and wide to 21 other book and stationery stores to shop.

The Harvard Coop was the most frequented store.

<u>Store Name</u>	<u>Responsees</u>	<u>Store Name</u>	<u>Responsees</u>
Harvard Coop	25	Waldenbooks	13
Barnes & Noble	14	CVS	5
B. Dalton	1	Book Gallery	1
U.S. Govt. Bookstore	1	Super Hero-Universe	1
Store 24	4	Logos	2
Paperback Booksmith	17	MIT	2
SFA Bookstore	1	Scribbles	1
Back Bay Station	1	Wordsworth	4
Lamberts	1	Boston Book Annex	1
Lauriat's	3	New Words	1
Harvard Bookstore	6		

48% said "yes" the bookstore should be expanded,
15% said "no", 27% did not reply.

24% said "yes", move the store to a new location,
26% said "no", 10% said "maybe" - if they knew where to. 40%
did not reply.

* * * * *

Those who responded to the question, "Based upon
your experience with our Bookstore this semester, are your
needs being met? What would you suggest to improve it? Please
be thorough.", most frequently expressed dismay with the price
of books, waiting time and the amount received for used books.
Others said:

..."Text needs - more or less met. Nothing above that
however. A wider selection of books of other types
would be great. There are no good Bookstores in this
part of Boston."

..."Cheaper prices - better check out system."

..."To keep up on late orders. It is very trying to keep waiting for a book. Clearer labeling of course materials - course and teacher's name and course titles for those of us who do not know the numbers of the courses we are taking."

..."Move Bookstore to a larger location. Offer books at cost. Increase hours open in Sept./Jan. Get more cashiers for peak periods. Color code books - Blue SMG - Red CLA - Green CRS - Yellow SED, etc." (Author's note: Student is describing the course book color code system we designed for the UConn Co-op.)

..."No you shouldn't expand. You should encourage another bookstore to open here. My needs would be better met because if B.U. doesn't have a monopoly, the prices - mark ups wouldn't be so high."

..."You need another larger store (like Harvard Coop)."

..."Enlarge the sections (even better would be to put them together). Location is good but it is difficult to purchase both supplies and books both at the same time due to their separation."

..."I would like to see a greater quantity of course required books. In the Boutique, I would like to see more practical items and a larger selection of clothing."

..."Needs being met sufficiently. More cashiers at the beginning of semester and more hours."

..."Prices are outrageous! You make enough money because it is convenient to shop there, but to pay \$31. for a 100 pp. book is ridiculous. Also the amount we get for buy-backs is about 1/3 of the price we paid for it in the first place!"

..."How about getting B.U. associated with the Harvard Coop. Improvements have to be made here. Comprehensive selection of books, posters and records are three examples of what is needed - why isn't this a possibility, if not a necessity?"

..."Move it if you must to have the room to expand. Enlarge it to accommodate more customers at one time, offer more items of general interest, offer more reasonable prices, + have more special sales."

..."My needs are being met. The only thing I can think of is a larger facility for a more leisurely atmosphere (especially during the Rush season) and more cashiers."

* * * * *

The responses to both the faculty and student opinion questionnaires forcefully state their deep feelings of the need for better pricing, better organization, better

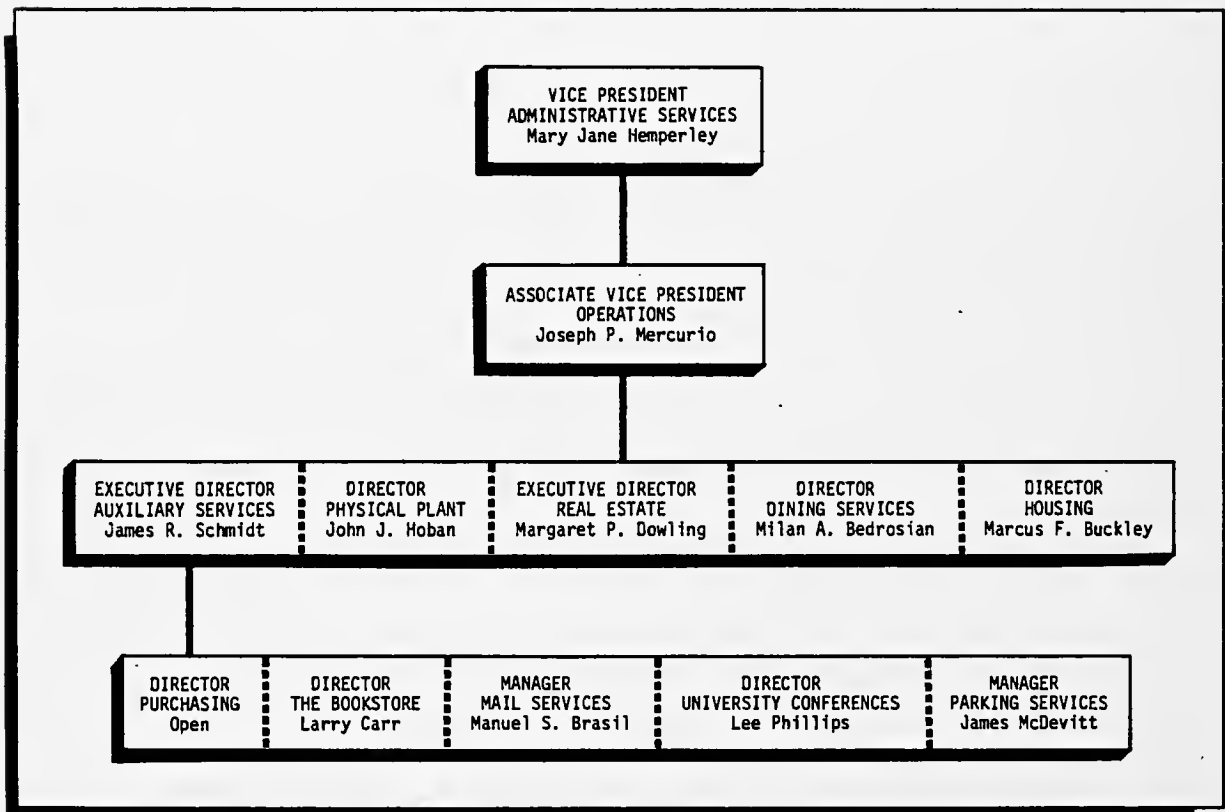
procedures, policies and facilities for the Boston University Bookstore.

Following is a description of the current status (organizational and staff) of the Operations Division of the University, upon whom the responsibility for operating the Bookstore falls, and a Table of Organization for the proposed new Bookstore. The organization is planned to professionally operate the Bookstore, with a minimum of ripples, and overcome most of the problems relating to faculty orders, textbook ordering, follow up, stocking and cashiering - the activities most cited by students and faculty as areas requiring attention.

CURRENT STATUS (ORGANIZATION AND STAFF)

The Boston University Bookstore is a component of Administrative Services, a multi-service organization which includes the Operations Division, consisting of ten units and the Office of the Associate Vice President - Operations. The following chart depicts the formal relationship of these entities.

EXHIBIT 2-C TABLE OF ORGANIZATION - OPERATIONS DIVISION



CURRENT GENERAL OBJECTIVES

A general objective of the Division of Administrative Services is to effectively manage assigned auxiliary enterprises and service departments for the benefit of the

Boston University Community, and to provide certain administrative services in support of the operation of the University.

Because of the nature of their activity, certain functions of the Operations Division are classified as auxiliary enterprises. An auxiliary enterprise has been defined as, "...an entity that exists to furnish a service to students, faculty, or staff, and that charges a rate directly related, but not necessarily equal to the cost of the service."⁽¹⁾

Auxiliary enterprises are distinguished from service departments primarily on the basis of the market served. Whereas auxiliary enterprises cater to the entire Boston University Community, service departments deal primarily with the organizational constituents of the institution. Also, service department transactions are characterized by transfers between accounts whereas auxiliary enterprises operate almost entirely on a cash basis. Service departments provide, "...services that might be purchased from commercial sources, but that, for reasons of convenience, cost, or control, are more effectively provided through a unit of the institution."⁽²⁾ Service units in the Operations Division include the Boston University Bookstore.

1. American Council on Education, College and University Business Administration, 1st ed., rev. (Washington, D.C., American Council on Education, 1968) p. 128.

2. Ibid.

Auxiliary enterprises and service departments are operated at Boston University on the premise that the entire University is the potential beneficiary, not only of the goods and services which are offered, but also of the financial results achieved. Accordingly, they are geared to generate a reasonable amount above that needed for assignable costs. These funds, sometimes in combination with others produced in a similar manner, are then used to aid the accomplishment of worthwhile Boston University sponsored projects, many of which might otherwise have to be deferred or even abandoned. Any net revenue, or positive difference between gross revenue and gross costs that may be generated by a given auxiliary enterprise or service department, does not accrue for the enrichment of that activity, but for the benefit of the entire University.

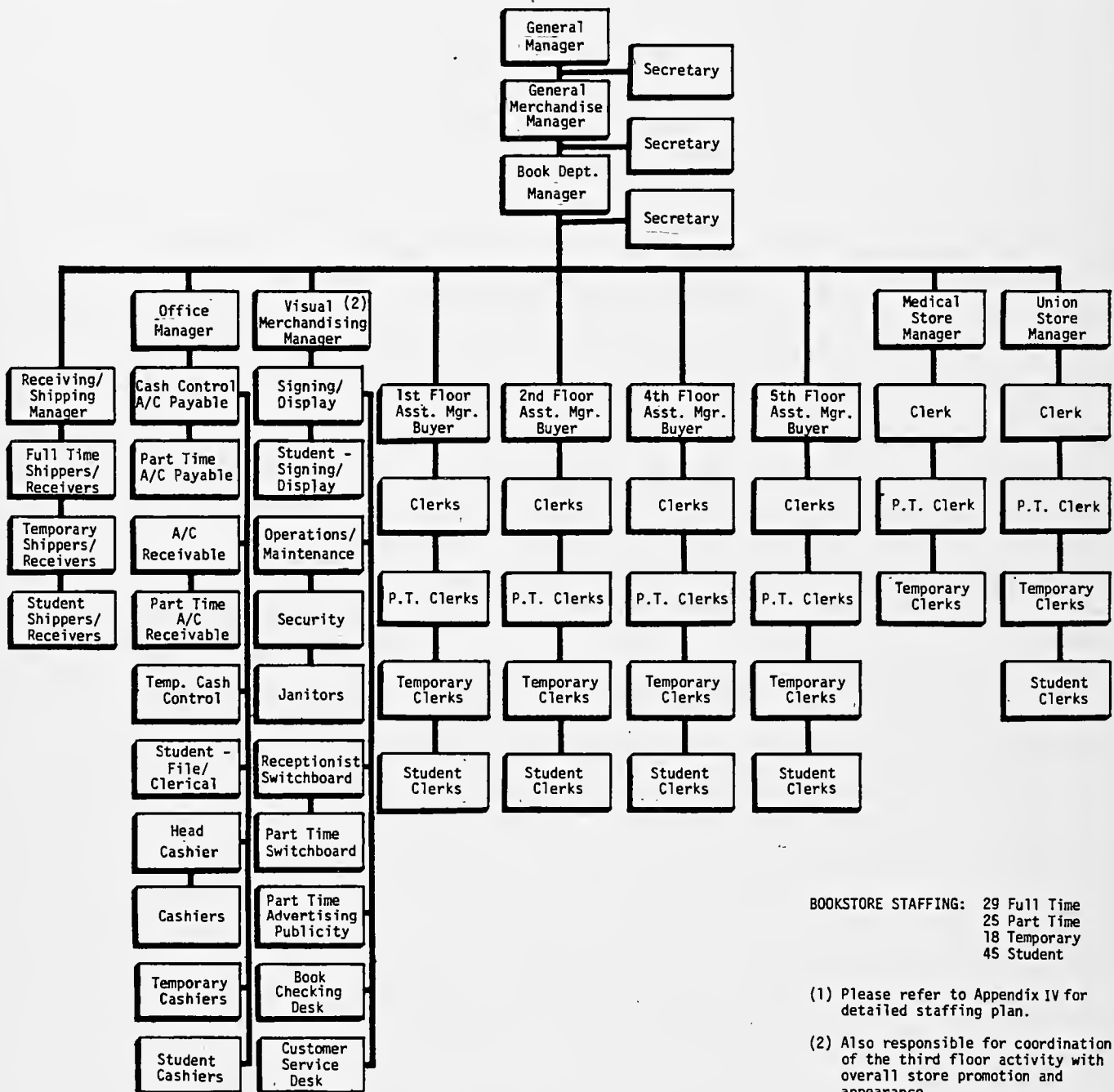
Because of the wide range of its activities, the Operations Division is one of the most diversified and pervasive components of the University. However, it has a singular goal: To operate as efficiently and as effectively as possible.

SPECIFIC OBJECTIVES OF THE PROPOSED BOSTON UNIVERSITY BOOKSTORE

- o...Provide courteous, efficient service and quality merchandise at reasonable prices to all customers.

- o...Maintain hours of operation that provide all members of the Boston University Community with ample opportunity to visit the store.
- o...Provide a selection of merchandise that considers the routine and special needs of each segment of the Boston University Community; this includes course books, reference and trade books, course supplies, calculators, computers, gifts, sundries and novelties for personal consumption; and office supplies and equipment for departmental consumption.
- o...Assure timely availability of textbooks and course supplies in order to facilitate the academic process.
- o...Exercise inventory control so that stockouts and excess stocks are minimized.
- o...Apply revenues generated from sales to the following items: administrative/operating expenses, inventory range and depth replenishment/expansion, facilities expansion, and transfers to approved activities for the benefit of the Boston University Community.
- o...Protect cash and inventories from unauthorized removal or use.

TABLE OF ORGANIZATION - BOSTON UNIVERSITY BOOKSTORES (1)



SECTION

3

PLAN FOR RENOVATING THE BOSTON UNIVERSITY BOOKSTORE

Every University worth its salt wants its new bookstore to reflect the latest pulse beat of a constantly changing world. But to be really successful the bookstore must be up-to-date, not only on the day it first opens its doors, but on every day throughout the life of the bookstore. Plans, designs, colors, fixtures and equipment are all subject to never-ceasing change in the desires and life styles

of students, faculty and other customers, and in the economics of doing business. The design and construction of today's new bookstore, then, must anticipate the requirements and developments which will affect function, appearance, and the efficiency of the Boston University Bookstore of tomorrow. The scope of this project is as follows:

SCOPE: To expand and consolidate the Boston University Bookstore into one contiguous space of six (6) floors, located in the University owned 660 Beacon Street building. The space currently consists of an arrangement of obsolete office space, a movie theatre and retail space of approximately 500 S.F. occupied by "Fotomat", a film sales and photo finishing organization, whose lease expired November 30, 1982.

RETAIL DESIGN SOLUTION: As illustrated in the Vertical Plan, Exhibit 2-A, page 2.3, and space assigned in the Proposed Boston University Bookstore Area Analysis, Exhibit 1-A, page 1.9, major selling departments, operated by the University Bookstore, would be located on the 1st, 2nd, 4th and 5th floors. Leased departments - those operated by individuals or organizations other than the University - would be located on the second floor and in an arcade on the 3rd floor.⁽¹⁾

Bookstore offices will be located on the 5th floor.

1. Please refer to Exhibit 2-A, page 2.3.

Book department receiving, shipping and storage will be located on the 6th floor.

A portion of the basement will be used for a loading dock, and for receiving, shipping and marking non-book merchandise. The remaining basement space is also looked upon as the future expansion space for the University Bookstore.

Rest Rooms:

Public Rest Rooms: Men - 2nd Floor

Women - 3rd Floor

Employees: Men - Basement & 5th Floor

Women - 5th Floor

A new store front, in character with the University and the building is required. Two revolving doors are recommended.

New emergency stairway may be required at the front of the building, exiting onto Beacon Street.

Window openings on the North and East sides of the building could be sealed up to conserve energy and gain usable wall space. Windows on the front (South side) would be replaced.

A new freight elevator is required. The present passenger elevator cab is in need of renovation.

Four floors of escalators are required to transport people up to the fifth selling level.

We understand that the capacity of the electrical service to the building is adequate for the needs of the new Bookstore. New general and safety lighting will be provided as required to meet public safety regulations.

The heating, ventilating and air conditioning systems are in place, but require renovation.

Much of the existing plumbing will be relocated to the perimeter to accommodate the merchandising requirements of the Bookstore.

FUTURE EXPANSION: In all considerations for future expansion, whether vertical or horizontal, every bookstore component must be studied. In vertical expansion, as we are considering, if escalators are going to be added to continue downward, the first floor of the initial renovation construction should include the framing and knockout slabs, sections so placed that they can be lifted out when the escalator extends to the future sales floor below.

COORDINATION AND SCHEDULING

Following is a recommended approach to the planning, design, construction and occupancy of the new Boston University Bookstore renovation. The first step is for the Consultant to develop a comprehensive Building Program to include the layout of sales area, merchandising and equipment requirements.

These documents are essential to coordinate Bookstore merchandising requirements with the architectural and mechanical planning. This procedure is intended to insure a complete coordination of all the necessary components of this retail establishment when the project is completed. Such an approach to planning eliminates overlapping time, effort and the cost to complete the project.

Because of the critical store opening date and the nature of the project, it is the Consultant's view that a Professional Construction Manager, experienced in retail store construction, should be engaged to devote his attention to seeing that the project is completed, both on time and on budget.

The Construction Manager should be on board from the beginning to review the Building Program, all preliminary plans and outline specifications made by the Store Planning Consultant. He should coordinate his activities with the General Contractor and advise the Owner and the Consultant on matters relating to the site, foundations, systems, vertical transportation equipment, construction feasibility, availability of construction materials, relative costs, and provide such economic recommendations as are appropriate.

The Construction Manager should then provide a progress schedule, for use by all parties to the Project, to monitor and control the progress of the entire design

development, construction and completion of the Project. The progress schedule is used to dovetail the design, bidding, award and construction phases of the Bookstore renovation.

The Project Architect, Engineers and General Contractor should then be engaged and authorized to proceed to develop the design, order materials, secure demolition permits and demolish the interior of the building.

DIVISION OF THE WORK: The Store Planning Consultant is responsible for designing the complete interior of the Bookstore and establishing the design tone of the exterior storefront signage and color. The Store Planning Consultant is to develop the complete interior design package, including the specialized equipment, lighting, color, finishes, graphic requirements, and detail drawings and specifications in a bidding format, compatible with Boston University purchasing procedures, for separate procurement of the store fixture requirements.

The Architects and Engineers are to be engaged to design and supervise the renovation of the building, the design of the storefront, "cleaning up" of the building exterior, the window treatments, vertical transportation, stairs, entrances and exits, and coordinate with the Store Planning Consultant the design of the ceilings, the general and exterior lighting, colors and finishes. The Project Architects and Engineers are responsible for planning and

designing the heating, ventilating and air-conditioning requirements. They also coordinate and provide for electrical service to activate the academic bookstore equipment.

During the Construction Document Development Stage, the Construction Manager provides technical consultation to the Owner, Store Planning Consultant and Architect with regard to the utilization of materials, products, systems and construction methods, and to assist in developing alternative solutions which will, within acceptable standards of quality, reduce the cost of the work and/or, where required, advance the schedule. He is also to review plans and specifications with the Architect and make recommendations to the Owner regarding the division of the work for the purpose of pricing and awarding of separate construction contracts to permit phasing of procurement and construction work during the construction phases of the project.

Walsh Brothers, the General Contracting firm proposed for the Project, would obtain the necessary building permits.

STORE FIXTURE COORDINATION: When the basic construction is essentially completed on each floor by the General Contractor, the plan is for the Store Fixture Contractors to arrive with completely prefabricated items of equipment and properly install the perimeter equipment.

This activity will be supervised by the Store Planning Consultant.

When the installation of the perimeter wall fixtures is completed, the finish painting and trim colors are applied and the carpet and other finish floor materials are installed in the sales areas.

With the installation of the perimeter wallcases and floor covering completed, loose floor sales fixtures, which include glass cubes, towers, gondolas, tables, showcases, counters, end caps and checkout equipment, are installed. Cash registers, computers, security devices and telephones are then delivered and connected.

Signage and graphic art items, which include regional and directional signs, symbols and other merchandising accessories, are installed by the accessory Graphic and Store Fixture Contractors, while the office furniture is delivered (refinished), assembled and set in place.

Existing shelving in the present Bookstore, which is owned by Boston University and which is usable, would then be moved into appropriate areas of the perimeter and general stockrooms on each floor and set in place by the General Contractor.

SCHEDULING THE PROJECT

The nature of its commitment to service makes it essential for the Boston University Bookstore to schedule the move of its operation within that time frame which will bring a minimum of discomfort to its patrons. That time occurs:

- o...when the inventory is at a low peak,
- o...when the resident students, faculty and staff population is at its lowest level,
- o...when the demand for Boston University Bookstore services is at its lowest point.

As these limitations indicate, the Boston University Bookstore is no different from other major academic bookstores which have been faced with moving their bookstore facilities from one location to another. The most successful moves have all occurred during the month of August. The central advantages gained from scheduling the move of a bookstore during this period are:

- o...It allows for the delivery of the Fall inventory of books and supplies directly into the new facility,
- o...it eliminates double handling of merchandise,
- o...it minimizes the loss of inventory and damage to equipment which must be moved,

- o...it eases the pressure on the staff and simplifies their activity,
- o...it provides an opportunity for the Bookstore staff to locate, properly stock, merchandise, display and set up its operation in its new facility in a more relaxed and creative environment,
- o...it gets the store off to a flying financial start.

PLANNING AND CONSTRUCTION SCHEDULE

Based upon the current and recent experience of planning, design and construction of six other college and university bookstores of a similar size and purpose, the following preliminary schedule is put forth:

ACTIVITY	Start	Complete
Planning, Design	January 83	March 83
Construction Documents	January 83	March 83
Bids/Negotiation	February 83	March 83
Construction/Demolition	January 83	September 83
Store Fixture Fabrication	February 83	July 83
Store Fixture Installation	July 83	September 83
Merchandising	August 83	September 83
Vacate Present Store	-	Sept. 1, 1983
Open for Business	September 83	

This proposed schedule is designed to provide ample time for renovating the proposed Bookstore, and to be completed and available for student use in the Fall of 1983.

ALTERNATIVE SCHEDULES: The next agreeable date for opening the new Bookstore is the Tuesday following the Thanksgiving vacation, November 29, 1983. The negative impact this opening date has on the cash flow make it the second choice. The Bookstore will have missed its Fall opening Rush - its major selling season, in year one of its retail life.

* * * * *

Let us now examine the financial aspects of the proposed undertaking...the cost of entering into and completing the project...and the financial rationale for amortizing the cost of purchasing the 660 Beacon Street building and renovating the interior and exterior of the property as a new Boston University Bookstore.

SECTION 4

FINANCIAL PLAN

The Boston University Bookstore reported in its 1981-82 financial statement, sales of \$4,800,000.00, exceeding its previous year sales by \$1,600,000.00.

Lawrence Carr, Director of the leased Boston University Bookstores, said that the sales volume of the Bookstore, which is made up of the Main Campus Bookstore, a boutique, and a small on campus art shop, has forecast increased sales in the current fiscal year by \$400,000.00 to \$5,200,000.00, at a time when other general retail outlets

in the Greater Boston area were slowed in a flat, but improving economic climate.

In years past, prior to the opening of the George Sherman Union Building, the University Bookstore was a well run, efficient operation. For a variety of reasons, too dim in memory to recall, things went from bad to worse, service fell apart and the Bookstore became a liability. The University responded to this situation by leasing the operation of the Bookstore to the Wallace Book Company, a Lexington, Kentucky based operator of leased college and university bookstores. The action changed a losing situation into a positive income situation.

From a nearer perspective, the Boston University Bookstore has been a successful retail auxiliary enterprise. For the past eight years, it has rendered service to the limits of its space constraints and, as we have seen, done so under trying circumstances for both its managers and its customers. Just about everyone who has reason to be in contact with the University Bookstore is aware of the limitations and deficiencies of its spaces. But not everyone is aware that through these difficult years, the Bookstore generated a profit of \$1,339,000.00, of which \$848,000.00 ⁽¹⁾ was

1. From this sum, the University paid all occupancy costs, including space, heat, light, maintenance, repairs, etc.

contributed to the financial well being of the University. It has successfully amortized occasional extraordinary expenses attendant to its internal operation.

Considerable thought has been given at all levels of the Administration to the problem of finding a new home for the Bookstore, as has been pointed out in the analysis of Site Location 3. Several plans were set forth and developed, and we must consider it both good judgment and a mercy that they never came to fruition. This Proposal, which of course is easier to visualize than to implement, recommends that the University sell its six-story, 54,000 S.F. building, located at 660 Beacon Street, to a new, wholly owned operating company; and to renovate, move into and operate the Bookstore under the jurisdiction of the Executive Director of Auxiliary Services.

There are two principal reasons for changing from external to internal management. The first is financial. The anticipated cost of this project will be \$5,000,000.00. The amortization rate will be \$632,000.00 annually. Neither the Wallace Book Company nor any other leasing organization visible on the horizon, is likely to generate the gross volume necessary to satisfactorily reward them for their effort, amortize the project and pay a reasonable commission to the University in the foreseeable future.

The second reason for changing from external to internal management of the Boston University Bookstore lies with the lack of desire, interest and ability on the part of leasing firms to provide the intensive planning, coordination and investment required to operate the high level service, trade, reference, technical book and supply departments visualized. We believe that is precisely what is lacking at Boston University. We believe there is the need for a bookstore which will provoke intellectual curiosity of Boston University students and provide both students and faculty with the logical and mathematical tools to pursue structured and independent studies and research.

We view the enrichment of the Bookstore facilities and quality of its offerings as an essential if the Bookstore is to significantly contribute to the quality of student life at Boston University. We believe the Boston University Bookstore should become an asset rather than a liability in the drive to make Boston University a more distinctive institution. We believe the best way to do so is to move from an external to an internal management posture.

But, of course, the point of maximum interest is just "who" would operate the Bookstore. The best group would be the present management and staff group. Interestingly, the local management of the Bookstore is the level at which

all tactical decisions - those which deal with bookstore operations - are made. Few "headquarters" decisions are imposed. The success of the present store lies entirely with its on-site management and staff.

With the decision to operate its own academic bookstore, the manager and staff of the present Bookstore, now employed by Wallace Book Company, will find themselves unemployed. Unless an extraordinary event occurs, leasing companies seldom move or relocate managers or staff people. There is strong reason to believe that the entire organization could be re-employed as a body and expanded to operate the proposed new Boston University Bookstore at Kenmore Square. The Director is intellectually strong enough and gifted with the imagination and creativity to build and sustain the type of excellent bookstore one would expect to find at Boston University.

Without seriously defending the view that bookstore and merchandising service activities are formed by ideas, that these are invented in the minds of the management and are implemented in some kind of intelligent sequence, it is safe to say, given the proper facility, the present Bookstore management and staff have the ability and the will to generate the capital necessary to amortize the \$5,000,000.00 cost of purchasing the 660 Beacon Street building for 1.5 million,

and renovating the exterior and equipping the Bookstore interior for another 3.5 million dollars. The past performance of the Bookstore management and staff has shown it has the ability to succeed. Adequate space and opportunity are the prime ingredients needed...NOW.

The present Bookstore management expects the earnings for 1983 and the foreseeable future to exceed 1982. In the longer view, both the Consultant and Bookstore management expect the Bookstore sales to peak out at a level of approximately 5.5 to 5.8 million at its present location. Both are in agreement that by moving the main University Bookstore from its present location in the George Sherman Union Building to 660 Beacon Street at Kenmore Square, the Boston University Bookstore will reach a gross sales volume in the magnitude of 11.6 million in 1988. This growth picture is seen in Exhibit 4-A and portrayed in detail in the Proforma Operating Statement, Exhibit 4-B. The assumptions on which the Proforma Statement is based, are found on pages 4.15 thru 4.22.

An encouraging profit picture is painted in conjunction with this projected sales increase. The good news is that with this increase in sales volume, the Bookstore will, for the first time, be in position to perform at an efficient scale of operation. As an example, the present Bookstore organization can satisfactorily double its sales

EXHIBIT 4-A

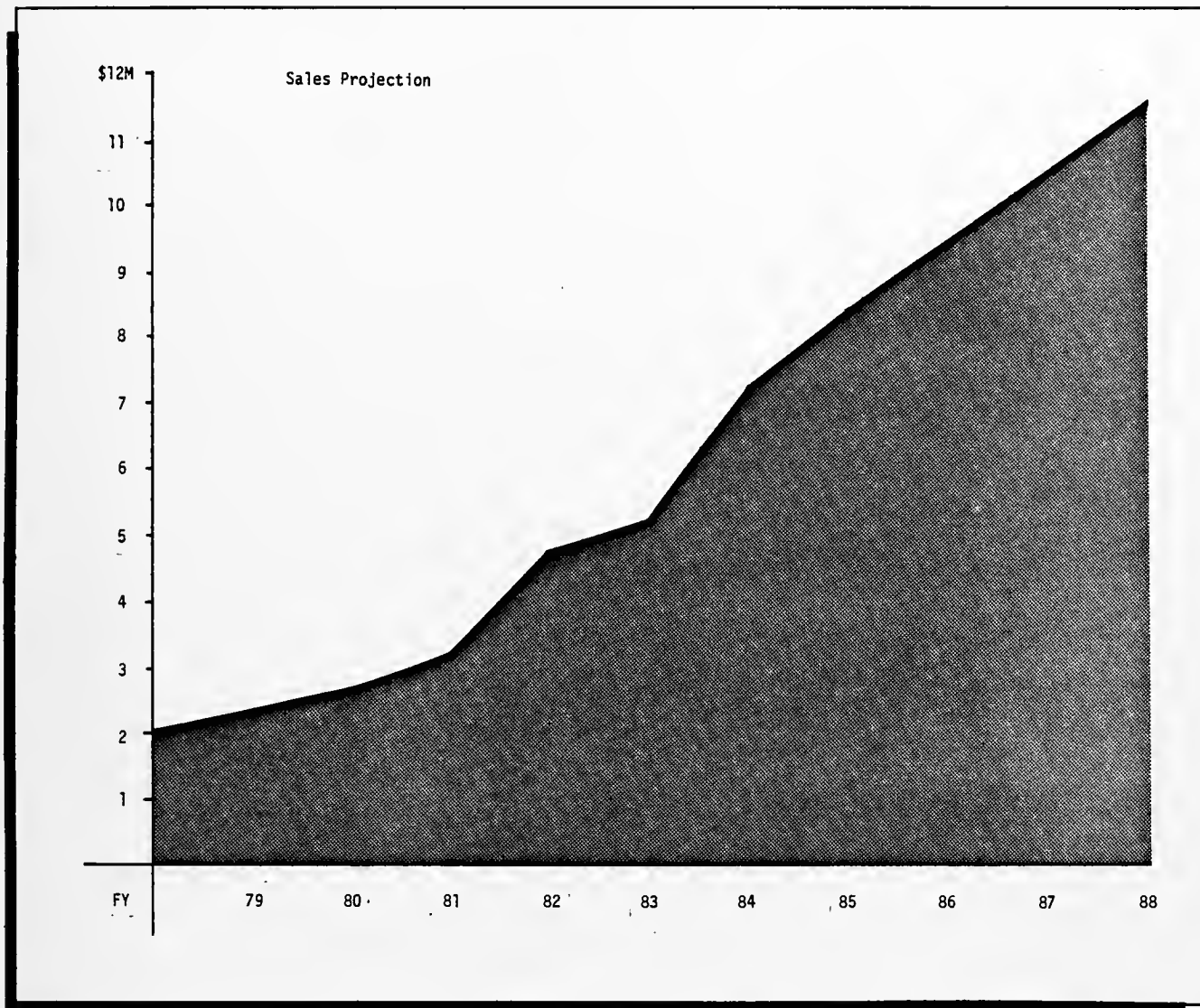


EXHIBIT 4-B

PROFORMA OPERATING STATEMENT

	FY 1984	FY, 1985	FY 1986	FY 1987	FY 1988
TEXTBOOKS					
Sales (%)	4,300,000 (8.0)	4,800,000 (12.0)	5,200,000 (8.0)	5,600,000 (8.0)	6,000,000 (7.0)
COGS (%)	3,311,000 (.77)	3,696,000 (.77)	4,004,000 (.77)	4,312,000 (.77)	4,620,000 (.77)
TRADE BOOKS					
Sales (%)	500,000 (200.0)	600,000 (20.0)	700,000 (17.0)	800,000 (14.0)	900,000 (13.0)
COGS (%)	350,000 (.70)	420,000 (.70)	490,000 (.70)	560,000 (.70)	630,000 (.70)
CLOTHING					
Sales (%)	700,000 (75.0)	900,000 (29.0)	1,200,000 (33.0)	1,500,000 (25.0)	1,800,000 (20.0)
COGS	448,000 (.64)	576,000 (.64)	792,000 (.66)	990,000 (.66)	1,188,000 (.66)
SUPPLIES					
Sales (%)	500,000 (40.0)	600,000 (20.0)	700,000 (17.0)	800,000 (14.0)	900,000 (13.0)
COGS	290,000 (.58)	348,000 (.58)	406,000 (.58)	464,000 (.58)	522,000 (.58)
GIFTS, CAROS, ROOM					
FURNISHINGS					
Sales (%)	400,000 (40.0)	500,000 (25.0)	600,000 (20.0)	700,000 (17.0)	800,000 (14.0)
COGS	240,000 (.60)	300,000 (.60)	360,000 (.60)	420,000 (.60)	480,000 (.60)
MAIN STORE					
Sales (%)	6,400,000 (23.0)	7,400,000 (16.0)	8,400,000 (14.0)	9,400,000 (12.0)	10,400,000 (11.0)
COGS (%)	4,639,000 (.725)	5,340,000 (.722)	6,052,000 (.720)	6,746,000 (.718)	7,440,000 (.715)
* OTHER INCOME					
RENT	250,000	300,000	350,000	400,000	450,000
OTHER STORES					
Sales (%)	800,000	900,000 (13.0)	1,000,000 (11.0)	1,100,000 (10.0)	1,200,000 (9.0)
COGS (%)	560,000 (.70)	630,000 (.70)	700,000 (.70)	770,000 (.70)	840,000 (.70)
TOTAL					
Sales (%)	7,200,000 (38.0)	8,300,000 (15.0)	9,400,000 (13.0)	10,500,000 (12.0)	11,600,000 (10.0)
COGS (%)	5,199,000 (.722)	5,970,000 (.719)	6,752,000 (.718)	7,516,000 (.716)	8,280,000 (.714)
GM	2,001,000	2,330,000	2,648,000	2,984,000	3,320,000
Other					
Income	250,000	300,000	350,000	400,000	450,000
EXPENSES					
Amort.	632,000	632,000	632,000	632,000	632,000
Maintenance	155,000	165,000	175,000	185,000	195,000
Personnel	972,000	1,120,500	1,269,000	1,417,500	1,566,000
Other	432,000	498,000	564,000	630,000	696,000
Real Estate					
Tax	75,000	79,000	83,000	87,000	91,000
Net Working					
Capital Interest					
Expense (1)	50,000	50,000	50,000	50,000	50,000
Total	2,316,000	2,544,000	2,773,000	3,001,000	3,230,000
NET INCOME					
BEFORE TAXES	(65,000)	86,000	225,000	383,000	540,000
INCOME TAXES (2)	-0-	5,000	69,000	168,000	248,000
NET AFTER TAX					
INCOME	(65,000)	81,000	156,000	215,000	292,000
CONTRIBUTIONS	100,000	100,000	100,000	100,000	100,000
NET IMPROVEMENT TO BUDGET (3)	35,000	181,000	256,000	315,000	392,000

* Leased Departments and Commissions

- 1) Net average working capital \$400,000 @ 12.5%.
- 2) Income tax reflects State and Federal Taxes.
- 3) Depreciation expense is not reflected as it is assumed that this building will be sold to a third party, and the Bookstore is therefore not eligible for this non-cash expense.

COST ANALYSISBUILDING COST:

54,000 S.F. Area - 6 Stories of Brick Construction \$ 1,500,000.00

BUILDING RENOVATION:

- A. Interior Demolition
- B. Replace Ext. Windows, Clean Ext. of Bldg.
- C. Replace Storefront
- D. Replace Fire Exit Stairs
- E. Construct Loading Dock
- F. New Freight Elevator, Remodel Existing
 Passenger Elevator, New Escalators up
 and down to 5th Floor
- G. Ceilings, where needed
- H. Partitions, Wallcovering & Paint,
 Floor Coverings
- I. Renovate Lighting & Electrical Power
- J. Renovate Plumbing - Rest Rooms
- K. Renovate HVAC
- L. Building Signage

TOTAL CONSTRUCTION COST - A thru L 2,019,000.00

FURNISHINGS & EQUIPMENT:

- M. Bookselling & Nonselling Store Fixtures
- N. Office Equipment
- O. Graphics & Directories
- P. Employee Lounge & Coffee House

TOTAL EQUIPMENT COST - M thru P 900,000.00

PROFESSIONAL FEES:

- Q. Architectural & Engineering - \$201,000
- R. Store Planning Consultant - 90,000
- S. Construction Manager - 40,000

TOTAL PROFESSIONAL FEES - Q thru S 331,000.00

CONTINGENCIES:

- T. Construction Contingencies - \$200,000
- U. Equipment Contingencies - 50,000

TOTAL CONTINGENCIES 250,000.00

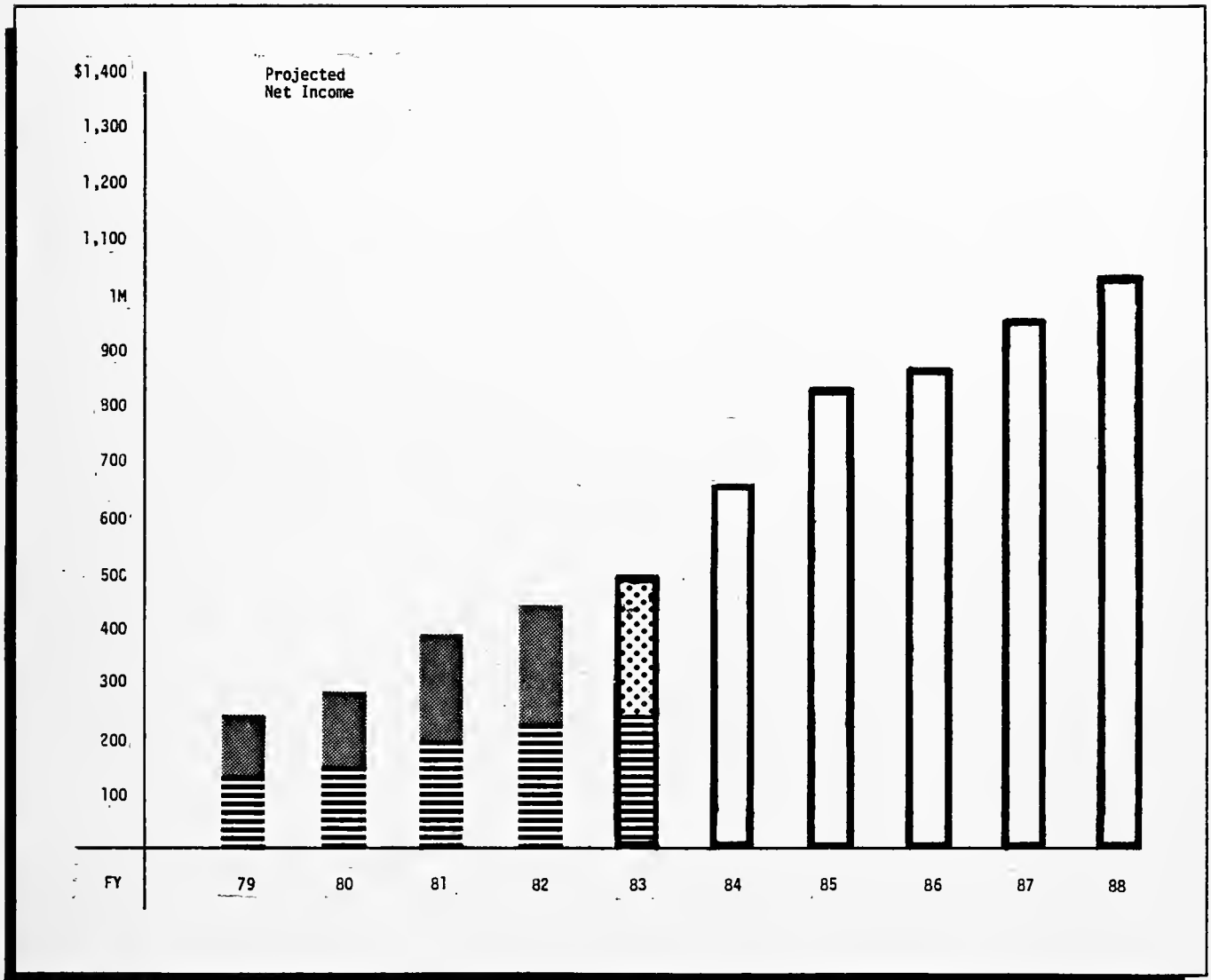
BUDGET: TOTAL ESTIMATED COST OF PROJECT \$ 5,000,000.00

volume - without the addition of significant payroll expense. This favorable condition is reflected in both the Proforma Operating Statement, Exhibit 4-B and Exhibit 4-D Projected Net Income of Boston University Bookstores - assuming a new store comes on line in FY 83.

The urgency of initiating the project is underscored by two events which can have a negative impact on the total Bookstore operation. First is the belief of the Bookstore management and staff, as seen in Exhibit 4-E that the peak volume attainable is being generated by the Bookstore in its present location and the realization that uncontrollable rises in expenses, such as freight and communications, will have to be paid out of present Bookstore profits, reducing the potential of the Bookstore to increase its contribution to the University, at a time when occupancy costs, presently paid for by the University, are on the rise.

The second happening deals with the space itself. The Bookstore management points out that the cramped conditions in the present store cannot physically accept either more students - or merchandise - given the numbers of Boston University students the Bookstore has committed itself to serve during semester opening Rush periods. The selling space and storage rooms are marginal. The crowded conditions are intimidating to customers, causing confusion and aggravation -

EXHIBIT 4-D



Income generated in prior years to Boston University



Projected Income Current Year



Projected Income Future Years (Net Income + Amortization)



Income to Wallace

EXHIBIT 4-E

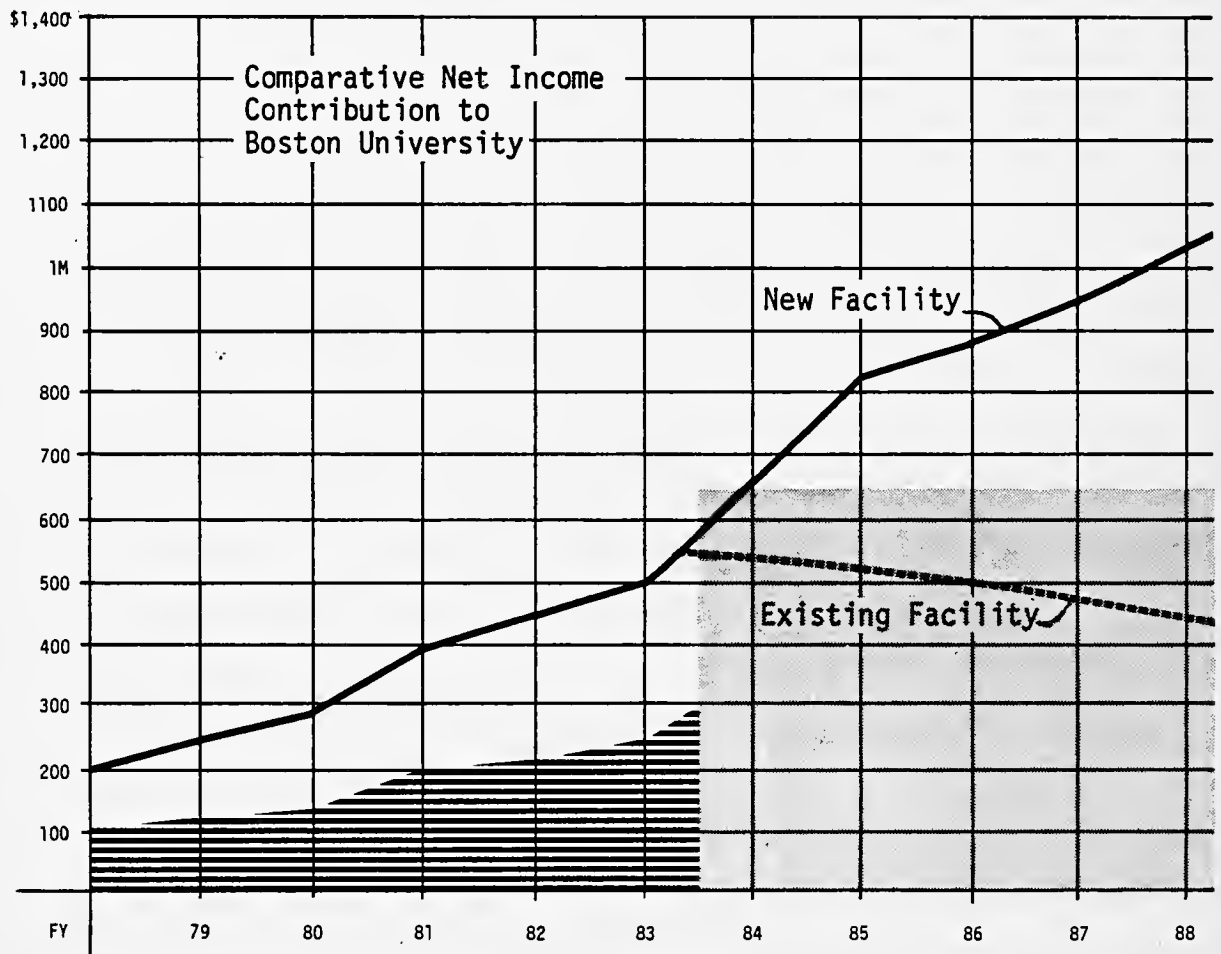


Exhibit illustrates the impact of bringing the Boston University Bookstore under University Management and moving from 14,662 Sq. Ft. in the George Sherman Union Building to 52,000 Sq. Ft. in the 660 Beacon Street building.



Net Income to Wallace



Net Income to Amortization

forcing them to other stores for the purchase of nearly every item sold by the Boston University Bookstore. Excessive crowds in small spaces are uncomfortable and make cashiering, checkout and service operations difficult.

Certainly, moving the present Bookstore to a new location and referring a goodly portion of the present Bookstore space to other Student Union activities with less demanding needs, is one of the most positive corrective options available. It is the option which most satisfactorily meets the needs of this important auxiliary service.

The plan for financing this venture is to enter into a sale-lease back arrangement with a private or institutional investor for: \$5,000,000.00

25 Year Term

12% Interest (Floating with
the market - adjusted annually)

\$632,000.00 Annual Debt Retirement.

o...The new University Bookstore may be established as a separate operating corporation to simplify its labor relations and permit more intense marketing.

o...The new University Bookstore to be managed and operated by the present Bookstore Director, Department Managers and staff, or their equivalent - employed by the new operating company.

- o...A short term loan of approximately \$1,300,000.00, to be repaid from the operating income or the proceeds of \$5,000,000.00 sale, will be required for inventory cost start up and operating expense, which may be treated as follows:
 - o...Purchase existing Wallace Book Company inventory for an estimated cost of \$1,000,000.00 on May 1, 1983. (Investigate possibility of Wallace Book Company financing this transaction for payout in September, 1983.)
 - o...Purchase approximately \$350,000.00 of replenishment stock on 90 day dating terms where possible. This will minimize cash out flow prior to the Fall semester opening.
 - o...Purchase approximately \$150-200,000.00 of replenishment stock on 30 day cash terms, delivered in July/August.
 - o...Pay back purchases of inventory stock in late September, 1983.
 - o...Start up expense requiring cash outlay for salaries, advertising, deposits, store supplies, stationery forms, etc. will require a cash advance of approximately \$90,000.00 per month for three months. This expense is included in the proposed Proforma Operating Statement in "Other" classification. Income for months of May thru August in old store will help offset this expense.
 - o...A detailed cash flow statement is in preparation.

ASSUMPTIONS

1. INFLATION: Assumes a general price inflation, as measured by the CPI, of 8 percent over the five years projected. However, recent Boston University Bookstore experience indicates that selling prices as a whole inflate at a lower rate, general expenses rise at a rate similar to the CPI, and occupancy and personnel costs are at a higher rate.

This, in a situation of no change translates into the following:

SALES - - - - - + 6%/YEAR

AMORTIZATION - - - FIXED

OCCUPANCY - - - - - CURRENT \$3.10 per sq. ft.
+ \$10,000 ANNUALLY (1)

PERSONNEL - - - - - 13.5% OF GROSS SALES

OTHER EXP. - - - - - + 6% OF GROSS SALES

2. UNITS: Assumes current facility is at or near capacity in terms of units. Thus, future increases in sales at present location will come largely from price increases.

3. SALES:

Increase from Previous Year				
FY	FY	FY	FY	FY
83-84	84-85	85-86	86-87	87-88

TEXTBOOKS:

New Facility:	8%	12%	8%	8%	7%
---------------	----	-----	----	----	----

A conservative increase of 7 to 12% in sales is expected to mature in this department over the span of the next five years.

The level of basic textbook sales to Boston University students is at present, at or near market saturation. Sales of basic textbooks to undergraduate students are expected to remain fairly constant. Modest increases

-
1. Occupancy cost includes all maintenance costs other than janitorial service.

in book prices are expected to offset the enrollment situation projected by the University for the mid 1980's thru the mid 1990's. (1)

We believe increases will come from three directions: 1) Students from 18 or so small colleges and business and professional schools in the area, 2) with the addition of a new graduate level reference and professional book department and, 3) better display, more timely shelf availability, improved security, greater number of used textbooks, better service and better cashiering facilities.

An improved used book buying system will attract students from other schools in the area (Harvard, Radcliffe, M.I.T.) which do not buy or sell used books. The greater gross margin thus gained will offset the lower gross margin found with most reference materials. For this reason, cost of goods (COGS) was held steady at 77%, leaving a gross margin of 23% which includes the cost of freight and shrinkage.

	Increase from Previous Year				
	FY	FY	FY	FY	FY
	83-84	84-85	85-86	86-87	87-88

TRADE BOOKS:

New Facility	200%	20%	17%	14%	13%
--------------	------	-----	-----	-----	-----

There is a thirst for a first quality trade book department at Boston University. As minimal and impoverished as it is, the present trade book department generates approximately \$150,000 annually. This would strongly suggest that well over \$500,000 in book purchases are made annually at other bookstores in Boston and its environs by Boston University students, faculty and administration.

The prognosis is a sales increase to \$500,000 in year one to fill this void.

Adequate space is the key ingredient to make it possible to establish and stock a trade book department with appropriate categories of hard and soft bound books, appealing to both the Boston University family and the greater Boston community. A 4,000 square foot department

1. Publication titled: Boston University - 1971, pages 68-69.

is contemplated. This will allow for an initial offering of 30,000 titles with adequate browsing and service space in a visually peaceful environment.

Increase from Previous Year				
FY	FY	FY	FY	FY
83-84	84-85	85-86	86-87	87-88

SUPPLIES:

New Facility	40%	20%	17%	14%	13%
--------------	-----	-----	-----	-----	-----

The present department generates approximately \$300,000 in gross sales, in 1200 square feet of selling space. The merchandise includes notebooks, wirebound books, pads, pens, pencils, markers, highlighters, report covers, stationery, and small items such as staplers, erasers, scissors, key chains, etc.

With adequate space to display more of the basic student needs - on the selling floor - in depth - during the Rush period - we expect to provide more students and community shoppers with these basic supplies.

It is the Consultant's opinion that this estimate of sales is conservative. The UConn Co-op generates sales of well over 1 million dollars in this department - on a campus of 22,000 students. We expect substantial growth in this department, located for student and customer convenience on the first floor of the new University Bookstore.

The market for office supplies for local concerns is attractive, and as the Bookstore merchandises its departments more effectively each year it will, as the Harvard Coop did, build a strong and loyal following.

Increase from Previous Year				
FY	FY	FY	FY	FY
83-84	84-85	85-86	86-87	87-88

CLOTHING:

New Facility	75%	29%	33%	25%	20%
--------------	-----	-----	-----	-----	-----

The present department generates approximately \$400,000 in gross sales in 800 square feet of selling space! Campus wear, consisting of T-shirts, jackets, gym shorts,

fleece goods, warm-up suits and protective wear which includes caps, scarves, gloves and rain wear, etc. are popular with students and the community.

The shift in cost of goods in years 3, 4 and 5 is to accommodate more lower priced (sale) merchandise, promoted to attract and build student traffic to the new location and sustain customer interest in the new Bookstore.

By supplementing these lines - adding to their breadth of selections in sizes, styles and colors - the Bookstore management believes, and the Consultant agrees, that \$700,000 volume is attainable in year one. Indeed, 15 of the largest college stores sell well over 1 million dollars in volume in this department. Given the proper facilities, the Boston University Bookstore can achieve the same levels of sales and income.

Increase from Previous Year				
FY	FY	FY	FY	FY
83-84	84-85	85-86	86-87	87-88

GIFTS, CARDS
ROOM FURNISHINGS:

New Facility	40%	25%	20%	17%	14%
--------------	-----	-----	-----	-----	-----

Gifts and cards now contribute approximately \$200,000 in 800 square feet of space in the present Bookstore. We plan to expand this area to 1,500 square feet to make the merchandise more visible and available. The cards could be expanded to incorporate the Museum of Modern Art selections. The gift line should be widened and expanded to offer more appropriate selections to present and new customers. The few room furnishing items, waste baskets, lamps, etc., now stocked by the Bookstore will be expanded to a full department to meet the need of students to "dress up and personalize their rooms and apartments." The space would be small and convert to Christmas sale merchandise "trim-a-tree shop", etc. at other intervals of the selling cycle.

Well defined and maintained card departments draw considerable traffic into bookshops throughout the year and during holiday seasons.

Increase from Previous Year				
FY	FY	FY	FY	FY
83-84	84-85	85-86	86-87	87-88

MAIN STORE SALES:

Total Sales Departments operated by the Boston University Bookstore

New Facility	23%	16%	14%	12%	11%
--------------	-----	-----	-----	-----	-----

Planned sales for FY 83-84 \$6,400,000.00, 23% above current years projected sales, which are on and slightly above plan.

With a plan for growing and expanding internally, striving to continually improve levels of service, appearance and quality of merchandise offerings, the proposed University Bookstore should meet its goals and targets on schedule. It should meet the mark of \$10,400,000 in gross sales in 1988.

4. COST OF GOODS SOLD:

	Main Store Cost of Goods Sold %				
	FY	FY	FY	FY	FY
	83-84	84-85	85-86	86-87	87-88
New Facility	72.5	72.2	72.0	71.8	71.5

The planned cost of goods shows improvement for several important reasons. First, each area would experience cost lowering benefits from a new store: better product mix, better security, better traffic flow, better sales follow through, lower markdowns, higher volume, better buying discounts. Additionally, the higher margin departments, with appropriate areas, would grow at a faster rate, thus raising the total gross margin percent.

5. OTHER INCOME - LEASED DEPARTMENT RENTS & COMMISSIONS:

(ART MATERIALS; PHOTO SUPPLIES, CAMERAS, CALCULATORS, ELECTRONICS AND COMPUTERS; GOURMET FOODS, CANDY, SNACKS, SUNDRIES; OPTOMETRIST DEPARTMENTS)

The concept is to situate three or more merchandising departments on the third floor. We propose that these departments be leased to firms skilled in the management and operation of departments of the nature indicated.

Typically, the Boston University Bookstore would provide four walls, a secure separate entrance, flooring, ceiling, lighting, heating and air conditioning for each space.

This concept has been employed for years in department and large academic bookstores such as the Harvard Coop, Yale Co-op and the Princeton University Bookstore.

The inventory, fixtures and furnishings required for each department would be owned by the tenant.

Income from Art Material Departments is usually based on a flat square footage rate. Income from the Optometrist Shop and Photo Supplies, Cameras, Calculators, Electronics and Computers is computed on a basic rate plus a percentage of sales above a minimum of sales volume.

We expect a major business to develop in the area of personal computers and their attendant accessories and supplies, as well as the imminent market for video cameras and recording devices, and the present market for film cameras and audio/hi-fi components. This increase in income will build sales above the minimum rates and account for the proposed increase in rental income projected. A major art material manufacturer/retailer has indicated a positive interest in being part of this program.

Other income will also include commissions earned from the sale and rental of caps and gowns (on the fourth floor), the sale of class rings and magazine subscriptions.

6. OTHER NEW UNIVERSITY BOOKSTORES:

	Planned Sales				
	FY 83-84	FY 84-85	FY 85-86	FY 86-87	FY 87-88
UNION STATION BOOKSTORE,	800,000	900,000	1,000,000	1,100,000	1,200,000
MEDICAL BOOKSTORE	—	+13%	+11%	+10%	+9%

As part of this program, two additional branch shops are proposed.

The first is the Union Station Branch, a shop of approximately 2,000 square feet to be located in the present bookstore office space. The shop would be committed to the sale of pick up school supply items. The shop is necessary

for the Bookstore to fulfill its mission and to render complete service to Boston University students.

The second need is for a space of some 1,500 square feet, located in the Medical Center, for use as a professional Medical Bookstore. We visualize this shop as one in which the sale of medical reference books is keenly sponsored and as a service to the Boston University medical community.

TEXTBOOKS WOULD CONTINUE TO BE SOLD IN THE MAIN STORE, thus improving the gross margin generated by these two shops. This strategy would hold the space requirements of the shops to a minimum.

Increase over Previous Years					
	FY	FY	FY	FY	FY
	83-84	84-85	85-86	86-87	87-88
7. <u>TOTAL SALES:</u>	38%	15%	13%	12%	10%

\$7,200,000 of sales in year one represents a 38% improvement over projected sales for the current year in the present University Bookstore. Considering the improvement in size and quality of facilities, and other universities' current experiences with similar expansion programs, this projection is modest and attainable. The present planned sales are 5.2 million for the current year and, as we have seen, are on track.

In sum, the proposal amounts to doubling the present sales volume over the span of five years, with the largest increase in year one, tapering off to year five.

8. EXPENSES:

AMORTIZATION Assuming a building of approximately 52,000 S.F. at a cost of \$5,000,000.00 amortized at 12 percent for 25 years, would result in an annual payment of approximately \$632,000.00.

MAINTENANCE Based on an estimate from Mr. John Hoban of the Department of Physical Plant, the initial years maintenance charge would be \$3.10 per square foot or \$161,200.00 for energy cost and maintenance other than janitorial cost.

It is estimated that this cost would increase at the rate of approximately \$10,000 annually.

Direct janitor cost would be a bookstore expense.

PERSONNEL

Following accepted retail practice, personnel cost is projected as a constant 13.5% of gross sales.

OTHER EXPENSE

The remaining expense categories, which include telephone, advertising, store supplies, insurance, service bureaus, professional services, travel, contributions, subscriptions, etc., are purchased from outside vendors. They are projected at a moderate rate of increase in keeping with standards of the National Association of College Stores and tied to the general inflation rate described and assumed in this analysis.

9. NET INCOME: The goal of a successful University Bookstore, and in fact of any retail shop, is to break even in year one. Because of the conservative nature of the income projections of this proposal, we believe the Boston University Bookstore has a chance to do so. The University Bookstore should generate net income (after amortizing \$632,000 annually) in excess of \$35,000 in year one and increase its contribution to University Resources in the range of \$392,000 in year five of its operation.

BUILDING AND CONSTRUCTION COST

The project consists of purchasing the 660 Beacon Street building, situated on a plot of 11,483 square feet of land and rising six stories, to enclose 9,000 square feet on each floor, for a total of 54,000 square feet - 52,000 square feet of which is usable. There is at present a 22 car capacity garage in the basement.

The building will require both a thorough interior and exterior renovation, equipment and furnishings, the outline scope of which is described in Exhibit 4-C.

CONCLUSION

PROBABILITY OF ACHIEVING THE FINANCIAL GOAL

Provided the University assumes the management and operation of the University Bookstore, and a full commitment of energy is made to this self-liquidating project, the prospects of success are excellent. Parallel situations exist at other notable institutions.

When one considers that the Duke University Bookstore, which moved from 4,000 square feet of marginal space to 18,000 square feet of new, quality space, had planned an increase of 30% on its 6 million dollar volume for FY 82-83 - and is making it - one is impressed. We are more impressed to know that the Duke University Bookstore has reached 118% of budget by November 1, 1982 - in four months! Similar reports are made by the University Book Store at Madison, Wisconsin and the University Bookstore, University of North Dakota.

The Consultant believes that the Boston University Bookstore has a better opportunity for quality growth than any of these institutional bookstores named. It can, with dedicated interest, be the pleasing, imaginative and successful, quality bookstore its students, faculty, staff, alumni and Greater Boston need and deserve.

A conservative approach to forecasting income and expenses has dominated the thinking that went into this study, and that we believe is a strength. We also believe that the new Bookstore will outperform the proforma income forecast and will indeed, generate higher contributions to the University budget long into the future.

/END/

SECTION 5
APPENDIX

ABOUT THE CONSULTANTS

Ken White, President of Ken White Associates, Inc., a consulting firm specializing in bookstore design, has had more than 30 years' experience and has designed more than 1,000 bookstores of all types.

Ken White is the author of "BOOKSTORE PLANNING & DESIGN" and a lecturer on designing bookstores in the United States and Canada. He has written numerous articles in trade and technical journals. Past National President of the Institute of Store Planners, he has also been a designer and consultant to several national trade associations.

The M.I.T., Georgia Tech, Virginia Tech, Harvard, Yale, Princeton, Notre Dame, Duke; the University Book Stores, Madison, WI, Grand Forks, ND, Minnesota, Kansas, Texas, Mississippi and the University of Toronto are among the more than 800 academic bookstores the firm has served as consultants.

BOSTON UNIVERSITY BOOKSTORE
FACULTY/STAFF QUESTIONNAIRE

In an effort to improve the Bookstore services provided to our faculty and staff, we are reviewing all Bookstore activities. We solicit your participation through the following brief questionnaire.

Please take a moment to fill in the questionnaire and drop it in the University Interdepartmental Mail. Peel free to answer it honestly. We want to serve you better.

Please Rate Our TEXTBOOK ORDER PROCEDURE

	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
Promptness in Ordering Textbooks	()	()	()	()
Accuracy in Filling Textbook Orders	()	()	()	()
Special Order Service	()	()	()	()
Desk Copy Procedure	()	()	()	()
Overall Courtesy	()	()	()	()
Overall Efficiency	()	()	()	()
Discount Policy	()	()	()	()
Adequacy of Cashiering Procedure	()	()	()	()
Do you have any specific comments to make on our TEXTBOOK ORDER PROCEDURE?	()	()	()	()

Please Rate Our REFERENCE AND GENERAL BOOK SECTION

Does our Bookstore adequately meet your needs for reference, trade and paperback books?

() Always have the books I need
() Usually have the books I need
() Seldom have the books I need
() Stock is average but could be improved
() Very poor stock of nonrequired books

Should our Trade/Reference Section be a main feature of our Bookstore? () Yes () No

Do you have any specific comments to make on our REFERENCE AND GENERAL BOOK SECTION?

Please Rate Our FACILITY

	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
Store Location	()	()	()	()
Reference Book Arrangement	()	()	()	()
Trade Book Arrangement	()	()	()	()
Textbook Arrangement	()	()	()	()
Stationery Supply Arrangement	()	()	()	()
Cleanliness	()	()	()	()
Overall Appearance	()	()	()	()
Store Size	()	()	()	()

Please Tell Us About YOURSELF

Are you a member of the () Faculty? () Administrative Staff?

Approximately how many students do you teach per year? _____

Approximately how many times have you recommended a book to students in class during the past year? _____

Approximately how many times have you found the titles you recommended in our Bookstore? _____ How many times have you not? _____

From what other local Bookstores have you bought books during the past year? _____

Was your most recent purchase from our Bookstore for () Instructional Purposes? () Research? () Reference? () Personal? () Gifts? () Other? Date of Last Purchase: _____

Are the selection and quality of sundries and stationery supplies available in our Bookstore adequate for your needs? () Yes () No Comments: _____

Based upon your experiences with our Bookstore, will you use our Bookstore for book purchases other than textbooks again? Why or why not? _____

Should used books be made available for students? _____

If the Bookstore was relocated and expanded, would you use it more often? () Yes () No

OPTIONAL

Name _____ City _____
Address _____ State _____ Zip _____

THANK YOU FOR HELPING US TO SERVE YOU

Return to:

JOSEPH P. MERCURIO
Associate Vice President
of Operations
25 Buick Street

BOSTON UNIVERSITY BOOKSTORE
STUDENT QUESTIONNAIRE

In an effort to improve the Bookstore services provided to our students, we have prepared the following questionnaire. We are actively soliciting your participation.

Please take a moment to fill in the questionnaire, refold it, and drop it in the University Interdepartmental Mail. Feel free to answer it honestly. We want to serve you better.

TEXTBOOKS

Did you purchase all of your Fall Semester textbooks from the BOSTON UNIVERSITY BOOKSTORE? () Yes () No
If No, what percentage did you buy from the Bookstore? _____

Please Rate Our TEXTBOOK SECTION

	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
Book Pricing (Accuracy/Availability)	()	()	()	()
Book Exchange Policy	()	()	()	()
Availability of Required Books	()	()	()	()
Adequate Quantity of Desired Books	()	()	()	()
Overall Arrangement of Books	()	()	()	()
Overall Appearance of Textbook Section	()	()	()	()
Adequacy of Cashiering Procedure	()	()	()	()
Special Order Service	()	()	()	()

Do you have any specific comments to make on any aspect of the TEXTBOOK SECTION?

Please Rate Our BOOK SECTION (other than textbooks)

	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
Availability of Desired Books	()	()	()	()
This Selection of Reference Books	()	()	()	()
Arrangement of Paperback Books	()	()	()	()
Overall Appearance of Department	()	()	()	()
Special Order Service	()	()	()	()

Do you have any specific comments to make on any aspect of the BOOK SECTION?

Please Rate Our BOUTIQUE SHOP (supply and general merchandise area on the upper level)

	Very Good	Satisfactory	Needs Improvement	Unsatisfactory
Range of Selections	()	()	()	()
Price of Items	()	()	()	()
Arrangement of Merchandise	()	()	()	()
Overall Appearance of the Shop	()	()	()	()

-2-

What new or different merchandise would you like to have in stock?

Do you have comments on any aspect of the SUPPLY AND GENERAL MERCHANDISE AREA?

Please Tell Us About YOURSELF

() Undergraduate Student Expected Year of Graduation _____
() Graduate Student Expected Year of Graduation _____
() Part-Time Student

Approximately how many times have you shopped in the Bookstore during the past year? _____

Was your most recent book purchase for: () a course

() personal
() gifts
() other

Other than textbooks, what have you purchased from our Bookstore this year?

Date of last purchase: _____

What other local Bookstores have you bought from during the past year?

Should our Bookstore be expanded? _____ Moved? _____

Based upon your experience with our Bookstore this semester, are your needs being met? What would you suggest to improve it? Please be thorough.

OPTIONAL

Name _____

Address _____ City _____

State _____ Zip _____

THANK YOU FOR HELPING US TO SERVE YOU

Return to:

JOSEPH P. MENCURIO
Associate Vice President
of Operations
25 Buick

or

Return to your Hall/Clauster
Mailroom

TABLE 1: STORE SIZE -- TOTAL NET SALES, SCHOOL ENROLLMENT, AND SELLING SPACE

SALES RANK#	NACS#	UNIV/COLLEGE SERVED	TOTAL NET SALES	FTE ENROLLMENT	RANK	TOT STORE SPACE	RANK
1	276	HARVARD, MIT, LESLEY, ETC.	41,450,900	20,000	31	118,079	1
2	45	UCLA	19,827,435	31,500	12	43,500	13
3	659	UNIV OF WASHINGTON	18,917,698	35,290	7	57,899	6
4	632	BRIGHAM YOUNG UNIV	13,486,831	26,683	16	91,230	2
5	317	MINNESOTA	11,171,771	47,000	1	54,675	9
6	598	UNIV OF TEXAS AT AUSTIN	11,016,800	41,000	3	57,500	7
7	46	UNIV OF SOUTHERN CAL.	10,395,725	18,700	36	36,916	20
8	70	STANFORD UNIV	9,328,073	12,000	58	58,970	5
9	672	UNIV OF WISC. - MADISON	9,286,558	37,349	6	74,353	3
10	21	UNIV OF CAL. - BERKELEY	9,217,033			30,291	36
11	518	OREGON STATE UNIV	8,959,435	16,500	48	33,000	32
12	92	YALE	8,714,000	8,000	63	49,180	11
13	444	UNC CHAPEL HILL	8,704,258	20,000	32	52,268	10
14	1248	PENNSYLVANIA STATE UNIV	8,674,082			56,452	8
15	683	UNIV OF TORONTO	7,827,419	40,581	4	33,800	30
16	59	SAN DIEGO STATE UNIV	7,547,079	23,131	19	34,000	28
17	584	TENNESSEE	6,837,283	26,030	17	40,216	17
18	104	UNIV OF FLORIDA	6,721,344	33,400	10	40,152	18
19	470	UNIV OF CINCINNATI	6,501,590	28,000	15	35,887	24
20	1532	UNIV OF BRITISH COLUMBIA	6,479,141	30,200	13	22,800	53
21	657	WASHINGTON STATE UNIV	6,376,340	17,468	44	68,044	4
22	557	UNIV OF PITTSBURGH	6,256,613	18,767	35	25,034	46
23	76	UNIV OF COLORADO	6,208,899	20,000	29	32,100	34
24	303	MICHIGAN STATE UNIV	5,998,089	42,094	2	36,512	21
25	406	CORNELL UNIV	5,802,123	17,000	46	35,000	26
26	440	SYRACUSE UNIV	5,779,156	18,000	41	34,000	29
27	34	CSU - LONG BEACH	5,701,986	23,000	25	24,153	50
28	1405	UNIV OF HAWAII SYSTEM	5,631,972			35,733	25
29	519	UNIV OF OREGON	5,588,160	15,232	51	36,000	23
30	642	VIRGINIA TECH	5,573,500	22,000	27	34,800	27
31	373	RUTGERS, THE STATE UNIV	5,541,543	38,000	5	41,400	15
32	142	THE UNIV OF CHICAGO	5,518,288	8,700	62	26,000	43
33	106	UNIV OF MIAMI	5,453,616	11,200	60	40,700	16
34	11	UNIV OF ARIZONA	5,442,707	23,999	18	24,544	49
35	748	UNIV OF CAL. - DAVIS	5,431,202	18,500	38	22,615	54
36	268	UNIV OF MASSACHUSETTS	5,428,902			24,000	52
37	265	UNIV OF MARYLAND	5,328,055	35,000	8	24,000	51
38	548	UNIV OF PENNSYLVANIA	5,248,721	16,000	50	24,845	47
39	1463	THE UNIV OF ALBERTA	5,194,796	18,000	43	27,809	40
40	173	INDIANA UNIV	5,167,961	32,229	11	39,838	19
41	1041	NORTHEASTERN UNIV	5,117,749	25,000	20	21,600	58
42	65	CAL. POLYTECH STATE UNIV	5,012,517	14,500	55	17,090	64
43	10	ARIZONA STATE UNIV	4,939,000	29,783	14	18,312	61
44	918	CSU - LOS ANGELES	4,822,567	16,030	49	27,938	39
45	2456	UNIV OF MICHIGAN	4,782,905			28,500	38
46	64	SAN JOSE STATE UNIV	4,692,750	18,000	39	27,000	41
47	301	WAYNE STATE UNIV	4,659,676			26,000	44
48	81	COLORADO STATE UNIV	4,657,767	17,300	45	36,200	22
49	668	WEST VIRGINIA UNIV	4,594,405	18,790	34	46,806	12
50	831	AURARIA HIGHER EDCTN CENTR	4,509,374	18,000	42	30,380	35
51	1066	CSU - NORTHRIDGE	4,462,106	19,500	33	25,994	45
52	128	UNIV OF ILLINOIS	4,425,311	34,000	9	16,895	65
53	225	THE UNIV OF KANSAS	4,332,175	24,000	23	32,300	33
54	417	COLUMBIA UNIVERSITY	4,125,000	15,000	53	12,650	72
55	1381	UNIV OF MANITOBA	4,029,135	24,630	21	22,000	57
56	1304	UNIV OF CAL. - SAN DIEGO	4,000,538	11,400	59	19,100	60
57	961	UNIV OF WISC. - MILWAUKEE	3,921,689	18,700	37	24,628	48
58	2027	UNIV OF CALGARY	3,907,647	13,400	56	18,000	62
59	551	TEMPLE UNIV	3,906,500	23,365	24	33,500	31
60	455	NORTH CAROLINA STATE UNIV	3,878,680	22,000	26	41,507	14
61	525	PORTLAND STATE UNIV	3,850,189	10,200	61	16,547	66
62	1238	CSU - FULLERTON	3,774,238	14,700	54	15,900	67
63	1072	CSU - SACRAMENTO	3,668,065	16,800	47	19,550	59
64	432	ROCHESTER INST OF TECHNOLGY	3,662,316			13,488	70
65	143	UNIV OF IL-CHICAGO CIRCLE	3,604,549	20,000	30	22,541	56
66	567	BROWN UNIV	3,594,862	6,200	64	14,994	68
67	108	FLORIDA STATE UNIV	3,394,346	18,000	40	17,933	63
68	1049	UNIV OF CAL. - SANTA BARBARA	3,364,358	15,200	52	22,600	55
69	331	UNIV OF MO. - COLUMBIA	3,294,220	24,500	22	13,415	71
70	799	CSU - CHICO	3,258,301	12,583	57	14,040	69
71	571	UNIV OF SOUTH CAROLINA	3,010,557			26,500	42
72	1302	NORTHERN ILLINOIS UNIV	3,005,265	20,551	28	30,000	37
TOTAL			473,995,841	1,416,685		2,432,203	
COUNT			72	64		72	
HIGH			41,450,900	47,000		118,079	
LOW			3,005,265	6,200		12,650	
MEAN			6,583,275	22,135		33,780	
MEDIAN			5,328,055	19,500		30,000	

APPENDIX III

TABLE 7.7: TOTAL SPACE -- ALL DEPARTMENTS (SQ FT)

SALES RANK#	NACS#	ALL DEPTS SELLING SP	RANK	ALL DEPTS STORAGE SP	RANK	ALL DEPTS OTHER SP	RANK	TOT STORE SPACE	RANK
1	276	104,279	1	10,800	17	3,000	36	118,079	1
2	45	36,300	4	1,975	64	3,225	20	43,500	13
3	659	41,183	3	12,626	10	4,088	28	57,899	6
4	632	66,378	2	21,976	3	2,876	42	91,230	2
5	317	27,977	13	22,581	2	4,117	27	54,675	9
6	598	34,500	5	21,000	4	2,000	52	57,500	7
7	46	13,330	55	18,760	5	4,826	22	36,916	20
8	70	20,423	26	12,277	11	26,270	1	58,970	5
9	672	30,759	8	24,285	1	19,309	3	74,353	3
10	21							30,291	36
11	518	19,400	30	10,600	18	3,000	38	33,000	32
12	92	29,500	10	4,000	43	15,680	4	49,180	11
13	444	26,532	17	11,113	16	14,623	5	52,268	10
14	1248	16,638	42	3,000	55	2,214	49	56,452	8
15	683	26,800	16	4,300	41	2,700	44	33,800	30
16	59	17,000	39	12,000	12	5,000	21	34,000	28
17	584	31,276	7	300	69	5,940	14	40,216	17
18	104	19,147	32	14,636	8	6,369	13	40,152	18
19	470	20,337	27	3,975	49	2,315	48	35,887	24
20	1532	13,400	54	4,600	39	4,800	23	22,800	53
21	657	34,385	6	9,326	21	24,333	2	68,044	4
22	557	17,573	37	3,161	53	4,300	24	25,034	46
23	76	16,960	40	11,900	14	3,240	34	32,100	34
24	303	25,521	20	7,552	26	3,439	32	36,512	21
25	406	15,305	45	8,326	23	11,369	6	35,000	26
26	440	26,500	18	5,000	34	3,000	37	34,000	29
27	34	14,893	48	5,560	32	3,700	29	24,153	50
28	1405	16,866	41	9,299	22	9,568	8	35,733	25
29	519	22,000	24	12,000	13	2,000	51	36,000	23
30	642	28,900	11	2,905	58	3,000	40	34,800	27
31	373	27,900	14	10,200	20	3,300	33	41,400	15
32	142	17,500	38	7,000	28	1,500	59	26,000	43
33	106	30,750	9	3,350	52	6,600	12	40,700	16
34	11	14,205	50	4,732	37	5,607	17	24,544	49
35	748	15,110	47	4,945	35	2,560	45	22,615	54
36	268	14,800	49	6,700	29	2,500	46	24,000	52
37	265	20,000	28	4,000	45			24,000	51
38	548	15,570	43	1,781	65	7,494	11	24,845	47
39	1463	23,309	22	3,000	56	1,500	60	27,809	40
40	173	26,938	15	2,900	59	10,000	7	39,838	19
41	1041	8,000	69	11,600	15	2,000	53	21,600	58
42	65	11,694	60	4,640	38	756	65	17,090	64
43	10	10,673	62	4,447	40	3,192	35	18,312	61
44	918	15,554	44	6,643	30	5,741	16	27,938	39
45	2456	12,150	57	14,700	7	1,650	57	28,500	38
46	64	13,535	53	5,620	31	7,845	10	27,000	41
47	301	24,500	21	1,500	67			26,000	44
48	81	22,000	23	13,000	9	1,200	61	36,200	22
49	668	25,865	19	17,979	6	2,962	41	46,806	12
50	831	19,280	31	7,600	25	3,500	31	30,380	35
51	1066							25,994	45
52	128	7,454	70	7,404	27	2,037	50	16,895	65
53	225	28,300	12	4,000	44			32,300	33
54	417	8,250	68	4,000	46	400	66	12,650	72
55	1381	14,000	51	2,700	61	5,300	19	22,000	57
56	1304	9,500	65	4,000	48	5,600	18	19,100	60
57	961	18,181	36	3,703	68	5,744	15	24,628	48
58	2027	13,300	56	3,000	57	1,700	56	18,000	62
59	551	18,800	35	10,500	19	4,200	25	33,500	31
60	455	19,697	29	7,676	24	4,134	26	41,507	14
61	525	12,012	58	1,535	66	3,000	39	16,547	66
62	1238	10,500	63	3,500	50	1,900	55	15,900	67
63	1072	13,600	52	4,450	51	2,500	47	19,350	59
64	432	8,734	67	3,120	54	1,634	58	13,488	70
65	143	15,213	46	5,330	33	1,998	54	22,541	56
66	567	10,858	61	4,136	42			14,994	68
67	108	12,009	59	4,832	36	1,092	63	17,933	63
68	1049	19,000	34	2,600	62	1,000	64	22,600	55
69	331	9,526	64	2,725	60	1,164	62	13,415	71
70	799	9,134	66	2,179	63	2,727	43	14,040	69
71	571	19,000	33	4,000	47	3,500	30	26,500	42
72	1302	21,488	25	0	70	8,512	9	30,000	37

TOTAL COUNT	1,481,953	507,560	330,350	2,432,203
HIGH	70	69	66	72
LOW	104,279	24,285	26,270	118,079
MEAN	7,454	300	400	12,650
MEDIAN	21,170	7,355	5,005	33,780
	18,181	4,832	3,240	30,000

BOSTON UNIVERSITY BOOKSTORE

Organization Table

MANAGERS:

1. General Manager
2. Gen. Merch. Manager-Store Manager
3. Book Manager-Asst. Store Manager
4. Visual Merchandising Manager
5. Office Manager

ASSISTANT MANAGERS:

6. Shipping/Receiving
7. 1st Floor Manager/Supplies Buyer
8. Clothing, Gift, Cards & Housewares Buyer
9. 2nd Floor Manager/Trade Book Buyer
10. 4th Floor Manager/Course Book Manager
11. 4th Floor Course Book Buyer
12. 5th Floor Manager/Course, Ref. & Special
Orders Buyer
13. Union Store Manager
14. Medical Store Manager

ADMINISTRATIVE/SUPERVISORY:

15. Secretary-G.M. & V.M.M.
16. Secretary-Gen. Merch. Dept.
17. Secretary-Book Dept.
18. Customer Service>Returns (1st Floor)
19. Security (1st Floor)

BOSTON UNIVERSITY BOOKSTORE
Organization Table
Store Staffing: 29 Full-Time
25 Part-Time
18 Temporary
45 Student

1st Floor: 5 Full-Time--2 cashiers, 2 supply, 1 clothing
7 Part-Time--3 cashiers, 1 supply, 1 clothing, 1 security,
1 customer service/returns
2 Temporary--1 supply, 1 clothing
10 Student--4 cashiers, 2 supply, 2 clothing, 2 customer
service

2nd Floor: 3 Full-Time--1 cashier, 1 trade book, 1 gift, cards &
housewares
5 Part-Time--2 cashiers, 1 security, 1 trade book, 1 gift,
cards & housewares
2 Temporary--1 trade book, 1 gift, cards & housewares
5 Student--2 cashiers, 2 trade book, 1 gift, cards &
housewares

4th Floor: 4 Full-Time--1 cashier, 2 course orders, 1 course floor
4 Part-Time--1 cashier, 2 course orders, 1 course floor
4 Temporary--1 cashier, 1 course orders, 2 course floor
8 Student--3 cashiers, 3 course orders, 2 course floor

5th Floor: 3 Full-Time--1 cashier, 1 course, ref. & special orders,
1 course/ref. floor
2 Part-Time--1 cashier, 1 course, ref. & special orders
3 Temporary--1 cashier, 1 course, ref. & special orders,
1 course/ref. floor
7 Student--3 cashiers, 2 course, ref. & special orders,
2 course/ref. floor

Shipping/Receiving:
5 Full-Time--1 head shipper, 1 head receiver, 1 gen. merch.
receiver, 1 book receiver, 1 book shipper/rec'r
4 Temporary--1 gen. merch. receiver, 3 book receivers
7 Student--7 shipper/receivers

Office: 3 Full-Time--1 cash control, 1 accounts payable/gen. merch.,
1 accounts payable/books
3 Part-Time--1 cash control, 1 accounts payable/books,
1 file clerk
1 Temporary--1 cash control
2 Student--2 file and clerical

Visual Merch. & Communications:
4 Full-Time--1 signing & display, 1 operations and main-
tenance, 1 janitor, 1 recep. & switchboard
2 Part-Time--1 advt. copy, mail order & publicity, 1 recep.
& switchboard
3 Student--3 display, signing & advt. copy

Boston University Bookstore
Store Staffing, cont'
Organization Table

Union Store: 1 Full-Time--1 sales, stock & cashier/clerk
 1 Part-Time--1 sales, stock & cashier/clerk
 1 Temporary--1 sales, stock & cashier/clerk
 3 Student--3 sales, stock & cashier/clerk

Medical Store: 1 Full-Time--1 sales, stock & cashier/clerk
 1 Part-Time--1 sales, stock & cashier/clerk
 1 Temporary--1 sales, stock & cashier/clerk

ELEVATORS AND ESCALATORS

When elevators are used to transport customers to and from the selling floors, customer exposure to merchandise decreases. Little if any merchandise is visible to those riding the elevator. However, elevators are particularly important for transportation to the professional and technical book departments on the 5th floor. Once a customer enters an elevator car, his or her travel time is almost negligible.

Escalators, on the other hand, slow the customer down. They require him to move from one run to another on each floor he ascends or descends. This slows down and enforces movement around the escalator well on each floor, thus increasing the value of the space around the well by creating merchandise exposure, especially on the lower levels. The adjacent locations are excellent spots for high turnover, promotional, or sale merchandise. Customers descending on the escalator are usually exposed to wide areas of the sales floor they are approaching and to a broad selection of merchandise.

Escalators also provide a slow ascent to the upper floors of a multistoried building, moving large numbers of customers up and down. Merchandise displays on each of these levels help to keep the customer engrossed as he or she ascends or descends. By far the most popular means of customer transportation between floors, escalators are particularly valuable for the visibility they offer the floor and adjacent merchandise.

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